Rideau Canal
Visitor Activities Plan

91-05938/

RIDEAU CANAL VISITOR ACTIVITIES PLAN

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ACKNOWLEDGEMENTS

The development of a plan of this complexity could not be achieved without the continued effort and support of many individuals both at the Rideau Canal and Ontario Regional Office.

Input from Area Managers, Interpretation Officers and Operations Supervisors; Canal Headquarters staff including the Superintendent and Assistant Superintendent, Visitor Activities and Resource Conservation staff, the Public Safety Officer and the regular and acting Interpretation Clerk; Canal Lockmasters; and staff from Regional Office including Visitor Activities, Management Planning, Historic Conservation, Historic Resource Conservation, Archaeology, Architecture and Engineering, and Resource Conservation ensured that the end product would address the needs of the visitor, while also meeting the Canadian Parks Service mandate.

A special thanks is also due to Grant Tayler at PHQ for his assistance in helping the plan co-ordinators refine the Visitor Activities Management Process for its application to heritage canals.

A grateful thanks to all!

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With the approval of the Rideau Canal Visitor Activities Plan, Rideau Canal management will be able to:

* guide the management of the current Visitor Activities program on the Canal for the next five years.

* provide consistent, pro-active and market-sensitive input to high-profile projects, such as Ottawa Locks and the Rideau Canal Museum, where co-operation with other agencies is required.

* provide input to the management plan.

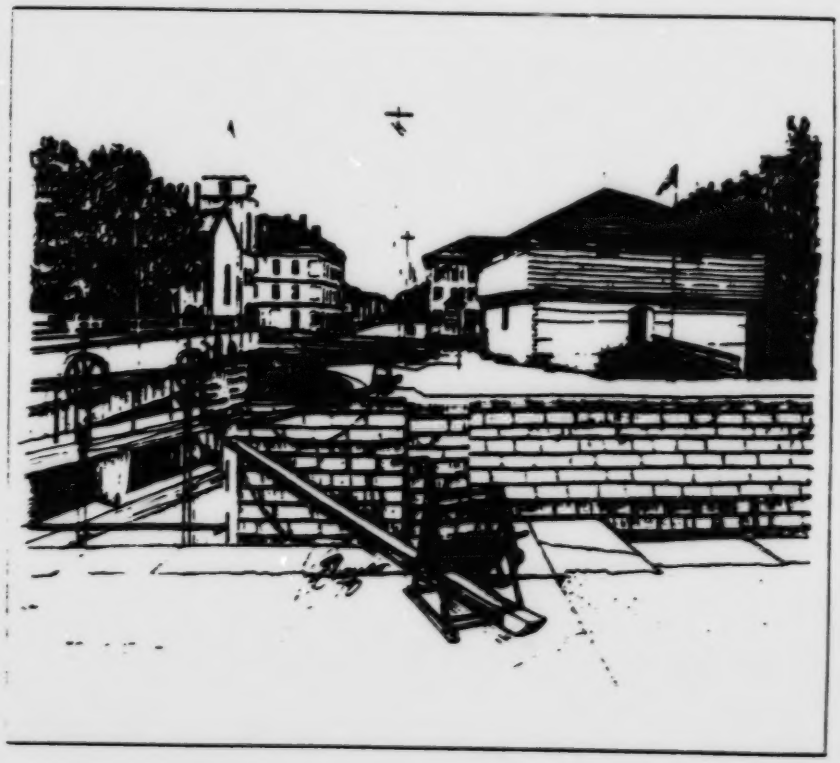
N.B. The Rideau Canal Visitor Activities Plan will be the first approved VAMP plan for a historic canal and, nationally, the first approved concept document based on the Visitor Activities Management Process which provides input to a management plan.

* * *

The Rideau Canal Visitor Activities Plan sets out a concept for the management of Visitor Activities on the Rideau Canal and establishes a basic level of service to be offered to the public. Confirmation of the concept and the level of service will be sought through the management planning process, and appropriate amendments will be made to this plan following the approval of the Rideau Canal Management Plan.

This plan has been written recognizing the climate of fiscal restraint in which the concept and basic level of service defined within it must be implemented. Consequently, its guidelines rest on the cornerstone of a review and re-allocation of existing resources. Only at the level of site or program specific service planning will new capital projects and resource requirements be identified, and approvals will be sought for those specific projects at that time.

Executive Summary



EXECUTIVE SUMMARY

The facilities, services and programs of the Rideau Canal accommodate the recreational pursuits of a regional population estimated at 962,000. Visitation to the Renfrew/Kingston Tourism Zone in which the Canal is located is 13.9 million, including 4 million visitors to the National Capital Region. Each year, the Canal passes over 90,000 vessels through its locks and provides navigable waters for a further 3,000 vessels on the Rideau Lakes and a potentially equal number on the other lakes on the system. Most Canal visitors report a high degree of satisfaction with the quality and types of services provided along the Rideau Corridor.

The Rideau Corridor is an exceptional recreational corridor whose natural and cultural resources combine to create an attractive setting for both boaters and land-based visitors. The Rideau Canal is intricately interwoven with the local communities along its course, creating a mosaic of related natural, historical and cultural attractions of which the Canal is the key element. The corridor is a major tourist destination area in Eastern Ontario, with a growing infrastructure of recreational facilities and services. Under the Canada-Ontario-Rideau-Trent-Severn (CORTS) Agreement, federal and provincial governments co-ordinate efforts to achieve optimum recreational development in harmony with concerns for protection of heritage resources and the maintenance of public safety.

The Canal's theme -- **A Nineteenth Century Operating Canal** -- captures both its unique role in Canadian history and its important contemporary role in an increasingly leisure-oriented society. The Rideau Canal, recognized internationally as one of the best preserved historic canals in the world, is a member of a family of nationally significant heritage resources in Eastern Ontario which includes Bellevue House NHP, St. Lawrence Islands NP, Fort Wellington NHP and Laurier House NHS.

This Visitor Activities Plan marks the first application of the Visitor Activities Planning Process (VAMP) to the Canal as a whole. Developing such a plan without existing approved Canal-wide management direction required the development of that direction concurrently and interactively with this plan.

The Visitor Activities Plan for the Rideau Canal provides the following:

VISITOR ACTIVITIES CONCEPT

1. The identification of areas on the Rideau Canal for providing visitors with opportunities for experiencing the diversity of the Rideau Canal Corridor. They are designated as follows:

* Heritage Sites
* Solitude Sites
* Recreational Sites
* Rideau Corridor

The heritage resources and setting at all lockstations/sites, their preservation and presentation remain the prime consideration. In this context, the site designation is a management and marketing tool for Visitor Activities, to guide in the planning, development and operation of facilities, services and programs appropriate to the experience that a visitor is seeking. Specific Visitor Activity Groups are targeted at sites of each designation.

The Rideau Corridor provides significant opportunities for the delivery of Environment Canada's environmental and conservation messages in co-operation with its Rideau Corridor partners.

All lockstations/sites provide opportunities to orient visitors to the heritage preservation mandate of the Canadian Parks Service.

2. Three lockstations have been designated as sites for Gateway programming and are receiving first priority for service planning and development. They are:

    1. Ottawa Locks
    2. Smiths Falls
    3. Kingston Mills

    These stations will provide orientation not only to on-site resources but to the Canal as a whole, and to the Canal's place in the Canadian Parks Service system.

    (N.B. <u>All</u> lockstations offer opportunities for presentation of elements of the Gateway program, particularly messages related to the preservation and presentation mandate of the Canadian Parks Service.)

3. The application of the Canal's theme -- **A Nineteenth Century Operating Canal** -- and stories to the Heritage Presentation program.

SERVICE GUIDELINES

The Visitor Activities Concept has been applied through the development of Service Guidelines based on the current situation and identified visitor needs. Service Objectives have been identified for each of the service categories:

* Awareness/Extension
* Pre-Trip/Enroute
* Orientation/Information/Reception
* Heritage Presentation
* Support Services
* Recreational Opportunities
* Public Safety

The Service Guidelines establish the basic levels of service for the Canal by identifying the conditions which need to be met to achieve the concept. Site or program specific service planning will determine how these levels will be achieved.

Service Guidelines -- Highlights

* Development of a Publications Strategy to meet the identified shortfalls in the service categories.

* Development of a Marketing Strategy, to meet the needs of actual and potential visitors, and promoting the different Canal experiences in which the public can participate. A Canal Market Position (Market Statement) has been prepared, and a framework for a Marketing Strategy, including objectives, established.

* Development of an Edukit, to meet Awareness and Heritage Presentation objectives, and to build a future constituency of support.

* Use of lock operating staff, volunteers, co-operating association and other co-operative initiatives to provide visitor services.

* Heritage Presentation efforts will be primarily focused on meeting the needs of on-site visitors.

* Allocation of resources for on-site Heritage Presentation programming will be guided by the appropriateness of the activity for the site designation (Fig.6). Personal services will be concentrated at Heritage sites.

* Off-site (Rideau Corridor) Heritage Presentation Programming priorities have been established; Canal participation will be

assessed based on the criteria of cost, benefit and quality.

* A basic level of support services for Day Users and Night Users has been established.

* **Gateway** lockstations will be made fully accessible to the disabled visitor to the extent dictated by site constraints. One lockstation of each designation (**Heritage, Solitude, Recreational**) will also be made fully accessible to the extent dictated by site constraints. Other stations may have some facilities which are accessible. Staff will be sensitized to the special needs of disabled visitors.

* * * *

The **Implementation Schedule** outlines the service planning which will be undertaken to determine how the basic level of service will be provided at the lockstations.

Gateway Lockstations (Ottawa Locks, Smiths Falls Combined and Kingston Mills) rank as first priority and service plans for these stations are currently being written. Service planning will then be completed for the remaining Heritage sites. Some Recreational sites and all the Solitude sites will be planned for in groups.

VISITOR ACTIVITIES PLAN IMPLEMENTATION SCHEDULE

PROJECT	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94
Ottawa Locks	Options Investigation Contract	Service Plan (in-house) Media Plan (in-house)				
Smiths Falls Reach	Development Concept (in-house) Service Plan (in-house)	Media Plan (in-house)				
Kingston Mills	Service Plan (in-house) Media Plan (in-house)					
Marketing		Marketing Strategy (in-house)				
Publications		Publications Strategy (in-house)				
Ottawa Reach		Service Plan (in-house)	Winter Ice Interp. Media Plan (in-house)			
** Management Plan **	Initiate Jan. 89	Complete Apr. 90				
Jones Falls			Plan Review (in-house)			
Solitude Sites				Media Plan (in-house)		
Costume Plan			Terms of Reference (in-house)	Costume Plan (in-house)		
Recreational Sites (smaller ones)					Media Plan (in-house)	
Merrickville					Plan Review (in-house)	
Long Island						Plan Review (in-house)

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INTRODUCTION

The Rideau Canal, a historic canal linking Ottawa and Kingston through the rivers and lakes of the Rideau and Cataraqui systems, accommodates the recreational pursuits of a regional population estimated at 962,000. Visitation to the Renfrew/Kingston tourism zone in which the Canal is located is 13.9 million, including 4 million visitors to the National Capital Region. Each year, the Canal passes 90,000 vessels* through its locks and provides navigable waters for 3,000 vessels on the Rideau Lakes and a potentially equal number on the other lakes within the system. Most Canal visitors report a high degree of satisfaction with the quality and types of services provided along the Corridor.

The Canal provides visitors to, and residents of the Rideau Corridor with opportunities to appreciate, understand and enjoy an operating 19th Century Canal. The Canal's theme -- **A Nineteenth Century Operating Canal** -- captures both its unique role in Canadian history and its important contemporary role in an increasingly leisure-oriented society.

The Rideau Canal is intricately interwoven with the local communities along its course (Figure 1), creating a corridor of related natural and cultural attractions of which the Canal is the backbone. Viewed from the perspective of the Canadian Parks Service, the Rideau Canal, recognized internationally as one of the best preserved operating historic canals in the world, is a member of a family of nationally significant heritage resources in Eastern Ontario which includes Bellevue House National Historic Park, St. Lawrence Islands National Park, Fort Wellington National Historic Park and Laurier House National Historic Site.

Planning for Visitor Activities on the Rideau Canal involves a thorough understanding of the needs, expectations and characteristics of both actual and potential visitors. By analyzing these needs in the context of the Canal's resources, strategies can be developed for the provision of visitor facilities, services and programs. Marketing initiatives and awareness programs promoting the Canal can be based on visitor needs and directed to the appropriate target markets. These factors must all be considered in parallel with resource conservation, safety and management concerns, the necessity of maintaining a navigable waterway and the importance of regional integration within the Rideau Corridor.

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* Many vessels pass through more than one lockstation per trip: the actual number of distinct boaters is estimated at under 10,000. Boater party size is 3.4. (This does not include resident boats which may never lock through.)

Historic Canals have a unique mandate within the context of the Canadian Parks Service:

> To encourage public understanding and enjoyment of Canada's natural and cultural heritage by protecting for all time the heritage resources of certain federally operated canals and by operating these canals for recreational use.
>
> (Canadian Parks Service Policy)

Further, Canadian Parks Service policy for Historic Canals states that:

> A variety of compatible recreation activities will be encouraged so that the land and water resources of historic canals can be used in all seasons wherever possible.

The overall goal of the Rideau Canal is:

> To preserve and present the Canal, its structures and natural environment as a functioning canal system of national historic significance while at the same time operating and maintaining it as a waterway for optimum recreational use. As well, as partner to the CORTS Agreement, the Canadian Parks Service will co-ordinate federal activities with those of the Province of Ontario, municipalities and private interests to develop its recreational potential while preserving the area's distinctive historical and natural environment.
>
> (Draft Theme & Objectives, 1988)

Balancing the Rideau Canal's often conflicting objectives of recreation, preservation and presentation is a challenge for planners and managers. While navigation must be recognized as a primary service, the needs of the land-based visitor must also be addressed.

Given the scope and complexity of the study area, the plan:

1. provides a concept for the planning, development and operation of the Rideau Canal Visitor Activities program, and

2. recommends service guidelines for application of the concept to the visitor services, facilities and programs.

Site-specific and program service plans to be prepared over the next 5 years will implement this overall direction. This plan has been written recognizing the climate of fiscal restraint in which the concept and the basic level of service which it proposes must be implemented. Consequently, its guidelines rest on the cornerstone of a review and re-allocation of existing resources.

Confirmation of the concept and the level of service will be sought through the management planning process, and appropriate amendments will be made to this plan following the approval of the Rideau Canal Management Plan.

The Visitor Activities Plan marks the first application of the Visitor Activities Management Planning Process (VAMP) to the Canal as a whole. The plan follows the process illustrated in Figure 2, modified from the VAMP service planning manual. Developing a plan without existing approved Canal-wide management direction required the development of such direction concurrently and interactively with this plan.

FIGURE 2: RIDEAU CANAL VISITOR ACTIVITIES PLAN
FLOW CHART

1.0 PLAN PURPOSE AND OBJECTIVES

1.1 Plan Purpose

The purpose of this Visitor Activities Plan is to provide direction for the provision of Rideau Canal services, facilities and programs which will enable visitors and potential visitors to enjoy and understand the heritage resources and recreational opportunities of the Rideau Corridor.

1.2 Plan Objectives

The specific objectives of this plan are:

* To identify and profile existing and potential target markets for the Rideau Canal and to analyze the existing offer of services provided to them.

* To identify services and facilities which will enable target markets to enjoy and understand the Canal's heritage resources through appropriate year round recreational and interpretive opportunities.

* To provide initial direction for the planning, development, operation and marketing of visitor facilities, services and programs of the Rideau Canal.

* To collect and analyze existing tourism data and to identify regional trends and developments which have potential impact on Canal visitor use.

* To identify opportunities to integrate the Rideau Canal's offer of services and facilities with those provided by other levels of government, public agencies and the private sector within the Rideau Corridor.

* To identify follow-up studies required to provide visitor activities input into the Rideau Canal Management Plan and direct future service planning.

1.3 Plan Context

Management of the Canal's resources and visitors has been addressed through a number of planning documents. An overall management plan for the Canal has not yet been developed. To date, Interpretation has been directed by the 1977 Conceptual Interpretation Plan and unit plans.

The Rideau Canal Policy Paper (1988) outlines the Canadian Parks Service's policies for managing the Rideau Canal. The paper examines a wide range of issues relating to the Canal's historical and natural environment, land use, recreation and tourism, and the management of Crown lands and water.

Concurrent with the development of this Visitor Activities Plan for the Rideau Canal, a Canal Theme and Objectives statement has been formulated by the Planning Section of Ontario Regional Office. Visitor Activities Management Guidelines have been developed with the assistance of the Regional Visitor Activities Section. The Theme and Objectives document and the Rideau Canal Management Guidelines for Visitor Activities were identified as essential tools for the development of the Visitor Activities Plan in the absence of an approved overall management plan for the Canal. Their development was interactive with and reactive to the preliminary stages of the Visitor Activities planning process. The two documents have now entered the formal approval process.

Recreational Water Use Studies are being undertaken along various portions of the Canal to determine the compatible types and optimum levels of water-based activity in high use areas of the Rideau Canal.

The identification of issues at an early stage in the process determined the types of issues and level at which each would be addressed (eg. management planning, service planning, or immediate operational concern). Appendix 1 summarizes the results of this stage.

Issues identified as beyond the scope of this plan include:

- Water Management
- Shoreline Development
- Public Safety
- Laurier House National Historic Site
- Off-site facilities and Services along the Rideau Corridor for visitors and residents

2.0 BACKGROUND

Introduction

An effective Visitor Activities Plan comes from a thorough knowledge of visitors and resources . In order to understand the Rideau Canal, its corridor setting must also be examined.

This section briefly describes the Rideau Canal, the Rideau Corridor and the Canal's relationship to the corridor. The Visitor Analysis summarizes the Rideau Canal Visitor Activity Groups and briefly looks at the Corridor residents and visitors.

2.1 Rideau Canal - Description

The Rideau Canal is recognized internationally as one of the best-preserved, operating historic canals in the world. It consists of the rivers and lakes of the Rideau and Cataraqui river systems, joined together to form a continuously navigable waterway 198 km in length. The headwaters of both rivers originate in the ridge of ancient rock called the Frontenac Axis, an extension of the Canadian Shield. This rocky landscape dominates the Canal between Kingston Mills and Smiths Falls. North of Smiths Falls, and south of Kingston Mills, limestone and sandstone plains, reworked by the actions of glaciers and glacial meltwater, shape a gentler landscape.

Ascending 83 meters from its northern entrance at the Ottawa River to its summit in Upper Rideau Lake, the Canal then descends 50 metres in elevation on its journey to Kingston on Lake Ontario. Navigation is facilitated by a series of water control structures and swing bridges, 45 operational locks at 24 lockstations, and 19 km of canal cuts. Two additional locks are located on the Tay Canal, an associated canal providing access to the town of Perth.

The building of the Rideau Canal (1826-1832) was a direct result of British-American tensions in the decades following the War of 1812. In the event of another war, the Canal was intended to provide a secure transportation link for troops and supplies between Upper and Lower Canada to avoid the St. Lawrence River route, which remained vulnerable to an American blockade.

The Canal's construction was a spectacular engineering achievement and in its day stood as the single most expensive defensive work built anywhere in the British Empire. The feats achieved in pushing it through the Upper Canadian wilderness often represented engineering "firsts" of their time. While the military purpose of the Canal was never tested in war, as a transportation route it had considerable impact on the settlement and development of Upper Canada.

The Rideau Canal served as a major commercial artery until the late 1840's, after which it gradually lost ground to the improved St. Lawrence River route and the railways. Instead, the Canal evolved rather as a regional transportation route. Pleasure traffic increased as the Canal become a popular tourist area, a tradition of use which has persisted for over 100 years.

The Rideau Canal was originally declared of national historic significance by the Historic Sites and Monuments Board in 1926. This designation was re-affirmed in 1967 and was instrumental in the eventual transfer of the Canal from the Department of Transport to the responsibility of the Canadian Parks Service in 1972.

In 1975, the Canada-Ontario-Rideau-Trent-Severn (CORTS) Agreement was signed by federal and provincial authorities as a means to ensure co-operation among the various levels of government for the development of the recreational potential of both waterways and to protect their historical and natural values.

2.2 Rideau Corridor - Description

The Rideau Corridor is an exceptional recreational corridor featuring fishing waters, wildlife habitats, cottage areas, scenic landscapes and outstanding historical resources in addition to being a unique pleasure craft route. The corridor is a major tourist destination area in Eastern Ontario with a growing infrastructure of recreational facilities and services. The Governments of Canada and Ontario have recognized the recreational significance of the Rideau Corridor and, under the Canada-Ontario-Rideau-Trent Severn (CORTS) Agreement, co-ordinate efforts to achieve optimum recreational development in harmony with concerns for protection of heritage resources and the maintenance of public safety.

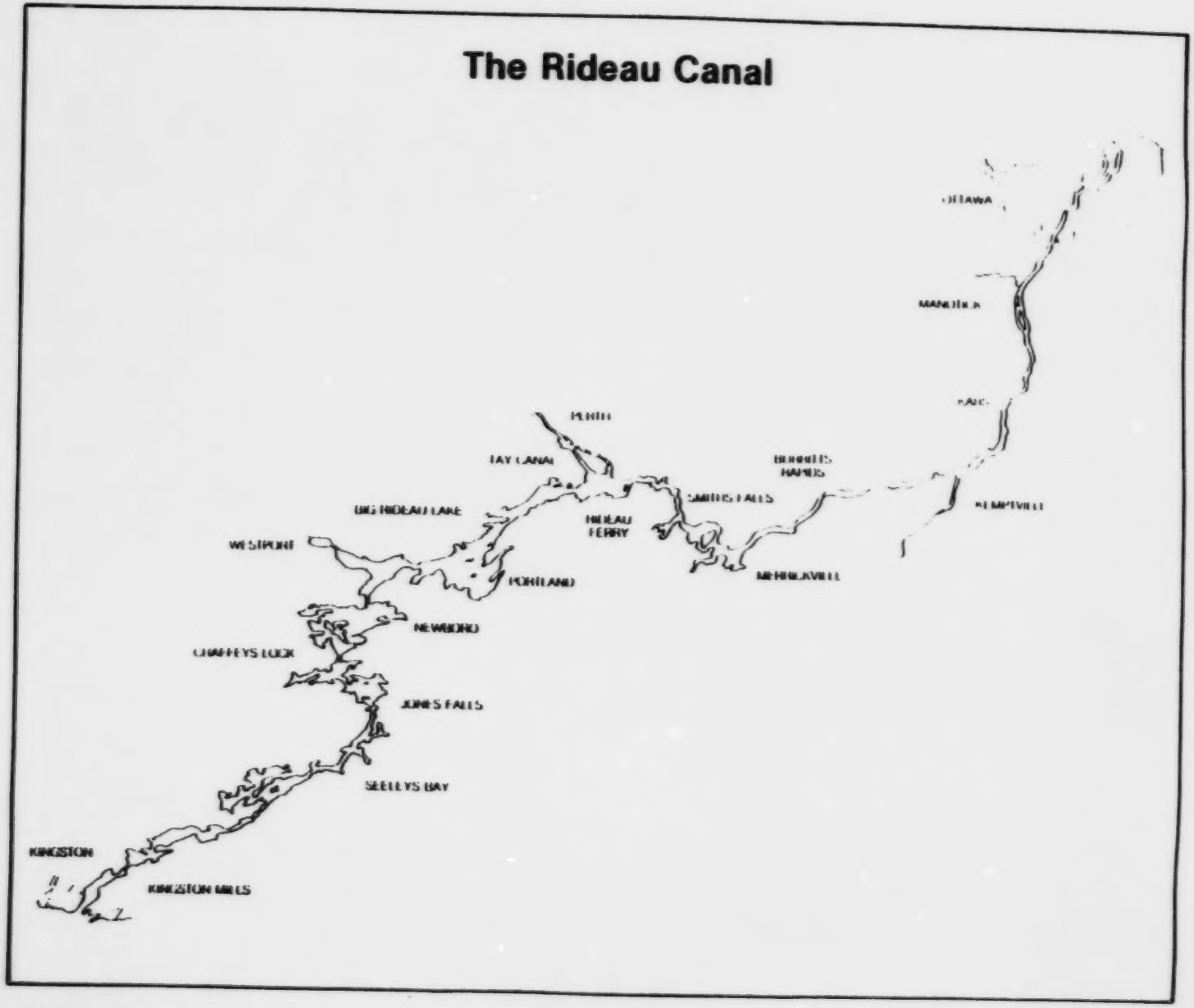

The Rideau Canal
OTTAWA
MANOTICK
PERTH
TAY CANAL
BERRYS RAPIDS
SMITHS FALLS
BIG RIDEAU LAKE
RIDEAU FERRY
WESTPORT
PORTLAND
NEWBORO
CHAFFEYS LOCK
JONES FALLS
SEELEYS BAY
KINGSTON
KINGSTON MILLS

FIGURE 1

The objectives of the Canadian Parks Service with respect to the recreational environment of the Rideau Corridor are:

> To operate and maintain the Canal as a recreational waterway achieving optimum recreational use and enjoyment of Canal lands and waters in harmony with concerns for public safety, environmental quality and heritage conservation.
>
> As partners to the CORTS Agreement, to co-ordinate federal activities with those of the Province of Ontario, municipalities and private interests to develop a varied and integrated system of recreational opportunities which are compatible with the Canal, and to encourage and support private sector involvement in the recreational and tourism growth of the corridor.
>
> To ensure a fair return to the Crown for the recreational use of Canal lands and waters.
>
> (Rideau Canal Policy Paper,1988)

The Rideau Canal traverses Eastern Ontario, linking Ottawa to Kingston on Lake Ontario. It is easily accessible to motorists travelling the Montreal-Toronto corridor on Highway 401, and to motorists travelling the TransCanada (Highway 417). Numerous regional arterial highways parallel and cross the Canal and provide access to the lockstations along its length.

Visitors from the United States can enter Eastern Ontario across the three international bridges spanning the St. Lawrence River at Cornwall, Prescott and Ivy Lea. Boaters can connect with the Canal through the St. Lawrence River route from the Great Lakes, the New York State canals or other Historic Canals in Quebec via the Ottawa River.

The Rideau Canal is intricately interwoven with the local communities along its course, creating a corridor of related natural, historical and cultural attractions.

Within the broader scope of Eastern Ontario, the Rideau Canal is a key element in a mosaic of heritage attractions which include:

The Thousand Islands resort area
Upper Canada Village
Upper Canada Migratory Bird Sanctuary
St. Lawrence River Parks
St. Lawrence Seaway
Murphy's Point Provincial Park
Rideau River Provincial Park
Cities of Kingston, Brockville
Towns of Smiths Falls, Perth, Merrickville
Old Fort Henry
Kingston Museums and numerous local museums
City of Ottawa and the National Capital Region
Parliament Hill in Ottawa
National Museums in Ottawa
Rideau Valley and Cataraqui Valley Conservation Authorities

Viewed from the perspective of the Canadian Parks Service, the Canal is a member of a family of nationally significant heritage resources in Eastern Ontario which includes Bellevue House National Historic Park, St. Lawrence Islands National Park, Fort Wellington National Historic Park and Laurier House National Historic Site.

2.2.1 Rideau Corridor Partners

Rideau Corridor Partners are groups of people and/or agencies who have an existing or potential interest in and relationship with the Canal. They may also be sources of information.

The length and complexity of the Rideau Canal combined with the abundance of opportunities for interaction and/or competition with other agencies and the private sector within the Rideau Canal Corridor creates too large a body of data to be inventoried and analyzed in detail for a plan at this level. Rather, such detailed analysis will be part of the service plans developed for specific sites and programs over the next five years.

For the purpose of this plan, the Rideau Corridor Partners have simply been identified and grouped according to their main goals and how they integrate with the Rideau Canal. The seven main groups are:

1. Tourism Infrastructure
2. Recreation Services/Associations
3. Natural Resources Managers
4. Educational Institutions and Organizations
5. Cultural Heritage Organizations
6. Governmental Agencies
7. Rideau Waterway Co-ordinating Association

For a complete definition and description of each partner, refer to Appendix 2.

2.3 Visitor Analysis

The overall visitor market for the Rideau Corridor is vast and diverse. Within this broad market base are seasonal and permanent residents, and local, regional, national and international visitors - both land and water-based.

The purpose of the visitor analysis undertaken for this plan was to:

1. Describe the existing visitor groups using the Rideau Canal.

2. Provide an overview of the regional market for the Canal's facilities, services and programs.

3. Identify target groups for visitor facilities, services and programs that the Canadian Parks Service may provide both on Canal lands, and along the Rideau Corridor in co-operation with the public and private sectors.

2.3.1 Visitor Activity Groups - Rideau Canal

Eight Visitor Activity Groups are identified and discussed in this plan. They are as follows:

* Boaters
* Passive Recreationalists
* Active Recreationalists
* Organized Groups
* Heritage Resource Users
* Winter Recreationalists
* Harvesters
* Off-Site

By far, the majority of current visitors to the Canal are repeat users of its resources and surveys have indicated a high degree of satisfaction with the services, facilities and programs provided by the Canal, and with its staff.

Information was drawn from existing research, Canal visitation statistics and from discussions with Canal staff, and compiled into Visitor Activity Group profiles. These profiles constitute a major component of the information base for this plan. The timing of the recent Boater Survey (1986) and the Land-Based Visitor Survey (1987) has helped greatly in the development of the Canal Visitor Activity Group profiles although visitor expectations and off-season use were not captured. Appendix 3 provides attendance figures for each lockstation.

The following is a summary description of these Groups. It is not intended to be an exhaustive account of the Groups. The detailed Visitor Profiles are available in Appendix 4. As the development of visitor profiles is a dynamic process, these profiles will be continually updated.

Boaters

Boat traffic on the Canal is reported in number of vessels locked through each lockstation. In 1987, 94,000 vessels were counted during the navigation season, however this does not represent unique boats, as one boat may pass through several stations and be counted at each. Approximately 10,000 boats "lock through" on the Canal each year. An estimated 3,000 boats stay in the Rideau Lakes, and a potentially equal number use the other lakes within the system. Boaters use the navigation channel, locks and lockstation facilities as well as the areas outside the channel. Overall, the public and private marinas and campgrounds adequately meet the basic boaters needs, with the exception of inadequate docking space provided by private operators throughout the Canal.

Boaters see their visit as a way to relax and to get away with their family in a natural surrounding; most are on holiday, cruising and sightseeing. Those renting boats see this as a unique vacation experience. About half of the boaters expressed an interest in the historical importance of the Canal and would like more basic orientation information. Their preferred method of receiving information is through pamphlets. Most agree that the Rideau Canal has an important historical role, that the locks are safely operated and that the natural resources are important.

Average boater party size is 3.4 people per boat. A third are from the Ottawa Area and over half live or have a cottage within 48 km of the Canal. Over half the boaters are repeat users. They plan their trips up to one month in advance and the trip length is often more than seven days.

Passive Recreationalists

This group is subdivided into Boatwatchers and Picnickers. They are classed together because their activities are quite similar, however there are some basic characteristics and needs which differ. The Passive Recreationalists are united in their desire to watch boats locking through.

(i) Picnicker

There are approximately 27,440 visitors to the Canal (7% of land-based visitation) whose prime reason for visiting is to picnic. Picnickers can be found at all lockstations with Long Island, Merrickville and Kingston Mills being the most popular for this activity. Most lockstations have the necessary facilities for picnics: tables, barbecues and washrooms.

This group enjoys walking/hiking and the natural setting of the lockstations. They have little interest in visiting historic features and a minor interest in learning about the Canal. Opportunities for social interaction with family and friends and escaping the demands of home are some of the principal motivations.

Picnickers arrive in groups of two or more people and visits last from half an hour to more than two hours. Almost 80% of picnickers are from the local area and visit one station on their trip.

(ii) Boatwatchers (including Sightseers)

There are approximately 164,640 visitors (44% of land-based visitation) who consider boatwatching/sightseeing to be their prime reason for visiting the Canal. This is the most popular activity at all lockstations. Boatwatchers require the basic lockstation services as well as information on lock operations and the Rideau Canal.

Boatwatchers are characterized chiefly by their motivations: going somewhere new, visiting places important in history, and learning something new, in particular about the Canal. They enjoy the natural setting of the lockstations as well as walking/hiking.

The party size averages two to four, and their decision to visit is generally made on the spur of the moment. Their visits are short, never longer than two hours and may last only a few minutes. Almost half are from the local area; a third are on trips of one to seven days. Most will visit one lockstation on their trip.

Heritage Resource Users

There are approximately 50,960 visitors (13% of land-based visitation) who come primarily to learn more about the Rideau Canal through the exhibits (interior and exterior), interpretive trails and personal services programming such as animation, demonstrations, talks and walks. The most popular sites are Ottawa Locks, Merrickville, Jones Falls and Kingston Mills.

A significant percentage of this group will visit available exhibits, museums or attend interpretive talks. They also come to sightsee, walk/hike, enjoy the natural resources, and boatwatch.

There are usually two to four people in a group and the majority stay for less than one hour. Over half of them are from the local area and a quarter are on trips of one to seven days. Most will visit one lockstation during their trip.

Organized Groups

Primarily school groups and bus tours, the actual number of organized groups visiting the Canal is unknown. Many visit lockstations on their own without reserving an interpretation program. They are found at those lockstations which are high profile and/or can accommodate large groups: Ottawa Locks, Merrickville, Smiths Falls Combined, Jones Falls, and Kingston Mills. The facilities and services required include bus parking,

reception areas, washrooms and interpretation programs.

Organized groups come to the Canal to enjoy the natural surroundings and the cultural heritage. They enjoy the benefits of socializing within their group and are interested in learning something new. In general seniors constitute 70% to 90% of bus tour travellers in Ontario with a growing proportion of them between 50 and 60 years of age. More information is needed for this group.

Winter Recreationalists

The total number of winter recreationalists on the Canal is unknown, however approximately 1,312,000 visitors participate in Winterlude, a 10 day winter festival, in the National Capital Region each year. Winter Recreationalists come to the Canal to participate in activities such as skating, cross-country skiing, snowshoeing, ice-fishing, and snowmobiling. They are found along the Canal wherever the conditions are appropriate to their activity.

The National Capital Commission in Ottawa, and several communities within the corridor maintain skating rinks on the Canal. As part of Winterlude, the Rideau Canal undertakes an extensive Winter Ice Interpretation program targeted at both the National Capital Region resident and visitor.

The benefits Winter Recreationalists derive from visiting the Canal in winter include exercise, perfecting their skills, enjoying the natural surroundings, being with families, visiting the Canal in a different season which offers a contrasting perspective, and gaining access to areas not normally accessible. More information is needed on this group.

Active Recreationalists

There are approximately 43,120 visitors (11% of land-based visitation) who come to the Canal to engage in sports. The most popular area is the Ottawa Reach, where an extensive network of recreational pathways are maintained by the National Capital Commission.

Cyclists constitute over 90% of this group in the land-based survey. They travel alone or with one companion. An important reason for their visit is the natural setting as well as the physical activity and mental relaxation. They do not consider themselves as visitors to the site and stay less than half an hour. They visit one lockstation per trip.

Many other activities occur within this group, in particular jogging in the Ottawa Reach and swimming along the entire waterway. More information is needed on this group.

Harvesters

The Harvesters are those visitors whose primary activity on the Canal is the extraction of natural resources. This group includes fishermen, hunters, trappers, etc. The exact number of visitors in this group is unknown. Fishing is the most popular of these activities. Areas renowned for fishing include Black Rapids, Burritts Rapids, Clowes, Kilmarnock, Edmonds and Beveridges lockstations as well as the Rideau, Newboro and Cataraqui lakes. This group needs safe areas from which to fish at lockstations and boat launches for those fishing the rivers/lakes, as well as information on fishing and Canal regulations.

On the Canal, they enjoy the natural surroundings, and the atmosphere in which they can get away from home with their families and relax. In addition to fishing, they are interested in sightseeing and boating. More information is needed on this group.

Off-site

This group is the general public to which the Canal targets its Awareness/Extension program. Although they do not necessarily use on-site Canal resources, they may use Canal resources within the corridor, and are consumers of information about the Rideau Canal through the various mass media, tourism promotions and through other specific Canal awareness programs conducted off-site.

A major portion of this group is the Rideau Corridor market which is briefly profiled below.

2.3.2. Rideau Corridor Population and Visitor Analysis

This represents a large and diverse target market. The population includes seasonal and permanent residents.

The resident population includes:

National Capital Region	819,263
Rideau Lakes area	43,504
Kingston/Wolfe Island	99,231
Total	961,998

The visitation to the Renfrew/Kingston Tourism Zone (including the Rideau Canal) is 13.9 million annually including 4 million to the National Capital Region.

The Market Study for the proposed James Auld Waterway(1988) outlines tourism trends in Eastern Ontario:

* The region's popularity as a travel destination is increasing.
* As the tourist product has not changed significantly, it is assumed that consumer preferences for vacation types available in Eastern Ontario is also rising.
* Most important travel origins:
  - Eastern Ontario (Including National Capital)
  - Quebec
  - United States
  - Other Ontario
* Recreation/pleasure is the major reason for travel to Eastern Ontario.
* Preference for private cottages is significant for U.S. visitors.

Current trends for water-based activities show a marked increase not only nationally but regionally:

* Powerboating

  - 39% of Canadian households owning boats reside in Ontario. Participation by Ontario residents increased 18% from 1980 to 1985 and has continued to expand.
  - Eastern Ontario is the second most active region of the province for boating (15% of provincial activity).
  - 45% of boats owned in the region are powerboats.

* Canoeing

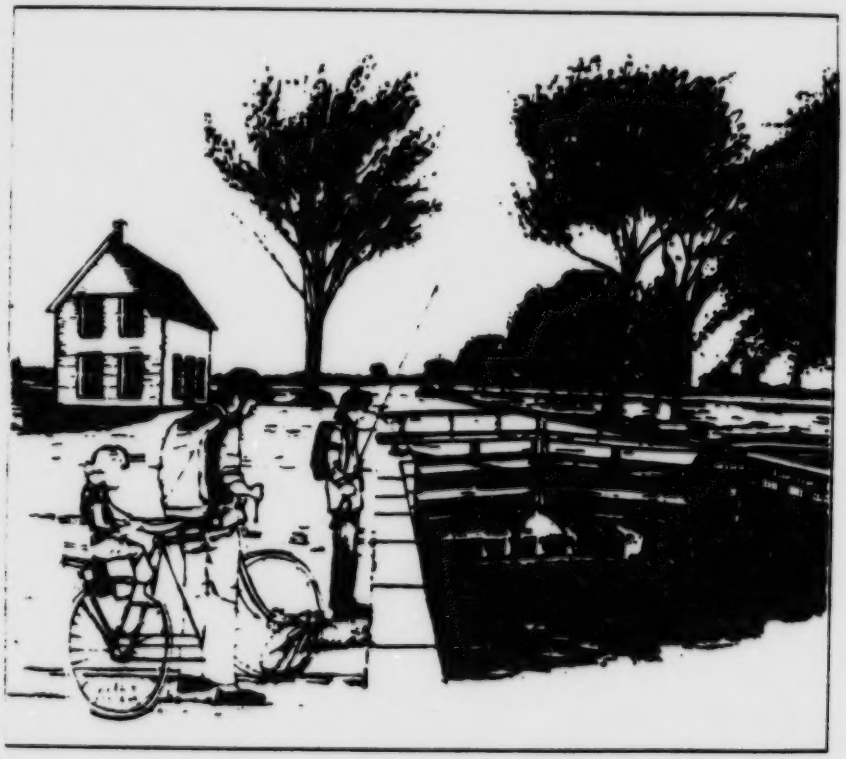
  - In Canada, canoes represent 38% of boats by type in 1985, up from 33% in 1980.
  - In Ontario, 203,000 households (41%) owned canoes in 1985, up from 36% in 1980.

* Sportfishing

  - In Canada there were 6.5 million active anglers in 1985 with the largest concentration in Ontario and Quebec.
  - Sportfishing activity in Ontario increased from 32.9 million days in 1980 to 34.4 million days in 1985.

Future service planning will further explore tourism trends and the impact on the individual sites.

Visitor Activities Concept



3.0 VISITOR ACTIVITIES CONCEPT

Introduction

A visitor activities concept provides a coherent approach to the development of Visitor Activities facilities, services and programs and thus provides input into Management planning. The following concept is based upon the visitor's "Canal Experience". Through research, it was found that there was not one but several Canal experiences, each being a valid encounter with the Rideau Canal.

3.1 Visitor Opportunity Areas

The overall objective to guide visitor **Understanding, Appreciation and Enjoyment** as outlined in the Rideau Canal Theme and Objectives is:

> To develop and manage heritage awareness, presentation and orientation programming to provide Canal visitors with an understanding and appreciation of the Canal theme and its components, as well as highlight the Rideau Canal's significance within the Canadian Parks Service program.

The goal established by this plan for the Rideau Canal Visitor Activities program is to:

> Provide visitors with the opportunity to understand, appreciate and enjoy the oldest continuously operating and best preserved 19th century canal in Canada, and to realize that the significance lies in the totality of the Canal structures and the surrounding natural, cultural and historical resources which comprise the attractive setting of the Rideau Corridor.

The approach of VAMP is a marketing philosophy in which the visitor's needs and satisfaction are considered in parallel with the Parks' conservation mandate. A "visitor opportunity" may be defined as what visitors to an area can get as an inspirational, educational or recreational experience usually expressed by them as the reasons that they come, a preferred activity, within a desired type of setting. In the development of the concept, it was realized that the Rideau Canal and Corridor offered visitors opportunities to:

* understand, appreciate and enjoy the Rideau Canal through enhanced heritage presentation programming;
* understand, appreciate and enjoy the Rideau Canal through self exploration and to experience solitude;
* appreciate and enjoy the Rideau Canal through recreational activities in a heritage setting year-round; and
* interact with the natural, cultural and historical resources of the Rideau Corridor

The Rideau Canal is not only uniquely defined by its theme - A Nineteenth Century Operating Canal - but by its varied character. From rural backwater to recreational hub to urban attractions, its face changes constantly. Throughout, however, its heritage character dominates.

To achieve the goal for the Visitor Activities Program while also providing visitors with a range of year round opportunities, this plan identifies areas on the Rideau Canal that provide visitors with opportunities for experiencing the diversity of the Rideau Canal Corridor. They are:

* **Heritage Sites**
* **Solitude Sites**
* **Recreational Sites**
* **Rideau Corridor**

The major objectives behind these designations are to provide Canal Management with direction for the development, operation and maintenance of facilities, services and programs, and to create a marketing tool that would provide prospective visitors with the knowledge of what to expect when they visited an area.

The heritage resources and setting at all lockstation/sites, their preservation and presentation, remain the prime consideration. In this context, the site designation is a tool for Visitor Activities, to guide in selecting the facilities and services appropriate to the experience that a visitor is seeking.

This concept will:

- clearly express the role of each lockstation/site in achieving the objectives established for the Canal as a whole.

- enable managers to provide visitors with opportunities to participate in a variety of appropriate activities on the Canal.

- help optimize management of the Canal resources for public appreciation, understanding and enjoyment of the character of each lockstation/site and the Rideau Canal Corridor.

Basic facilities and services will be provided at all lockstations. Lockstation/sites within a group will offer a similar range of programs, facilities and services, however the level will be dependent on the individual station characteristics. The development and maintenance of programs, facilities and services will complement those offered by other public agencies and by the private sector within the corridor.

All lockstation/sites provide opportunities to orient visitors to the heritage preservation mandate of the Canadian Parks Service.

3.1.1 Heritage Site

A lockstation/site whose land base, landscape and abundance of historical and natural resources encourage visitors to learn about and experience the character and significance of "A Nineteenth Century Operating Canal" through enhanced interpretive facilities, services and programs.

(Rideau Canal Management Guidelines for Visitor Activities, 1988)

These will be the major sites for the interpretation of the theme and stories of the Rideau Canal through a combination of personal and non-personal media, including period animation and on-site talks, staffed exhibits and theatres, interpretive trails, special events and publications. The abundance and quality of the historical and natural resources on-site which relate to the Canal's theme and stories will create an historical ambience.

Recreational activities should be dependent upon interaction with the heritage resources and should offer a means of understanding and appreciating the historical and natural values of the Canal.

Facilities and services will be designed and maintained to complement the historic ambience and enhance the heritage presentation program while maximizing the protection of the natural and historic resources.

In general, **Heritage Resource Users, Organized Groups, Passive Recreationalists** and **Boaters** will be targeted at these sites through appropriate programs, facilities and services.

Lockstations/sites designated as **Heritage** sites are:

Ottawa Locks
Merrickville
Smiths Falls Combined
Chaffey's
Jones Falls
Kingston Mills

3.1.2 Solitude Site

A lockstation/site whose relative isolation and undeveloped land base encourages the maintenance of a distinctive traditional character and landscape with minimal enhancement, for visitors to explore and appreciate its historical and natural resources on their own, in a manner compatible with the protection of these resources.

(Rideau Canal Management Guidelines for Visitor Activities, 1988)

At these lockstations, it is the setting that dominates the site. Consequently, theme development will be minor at these sites and minimal self-guiding media will be used for theme interpretation. The tranquillity of the setting is the major influence on the visitor experience at these lockstations.

Recreational activities should be dependent upon the use of the site's existing resources to encourage understanding and appreciation of the Rideau Canal's heritage.

Low key development of facilities and services will help to achieve and maintain this solitude role while maximizing protection of the natural and historical resources.

Passive Recreationalists, Heritage Resource Users, Boaters and Harvesters will be targeted at these sites through appropriate programs, facilities and services.

Lockstations/sites designated as Solitude sites are:

Upper and Lower Nicholsons
Clowes
Kilmarnock
Poonamalie
Davis
Lower Brewers
Tar Island
Beaupré Island

3.1.3 Recreational Site

A lockstation/site at which the land base and setting are conducive to the encouragement of appropriate recreational activities and opportunities for social interaction, where support services and facilities for such activities complement and do not detract from the site's historical and natural setting.

(Rideau Canal Visitor Activities Management Guidelines, 1988)

At these lockstations, the Heritage Presentation program will be primarily non-personal. While major theme stories may be presented, their development will not be extensive. The setting of these stations may range from urban to rural to large open spaces in small communities.

Recreational sites provide individuals, families and large groups with the opportunity to participate in recreational activities that are dependent upon the use of the natural resources and landscape. Although such activities do not directly create an understanding of the heritage value of the Canal, they do allow visitors to appreciate its heritage character.

Facilities and services at Recreational sites will be designed to enhance the appropriate recreational activities, while maximizing protection of the natural and historical resources

Active Recreationalists, Passive Recreationalists, Winter Recreationalists, Organized Groups ,Boaters and Harvesters will be targeted at these sites through appropriate facilities, services and programs.

Stations/sites designated as **Recreational** sites are:

Ottawa Reach (between Ottawa Locks and Hartwells, including Dow's Lake)

Hartwells
Hogs Back
Black Rapids
Burritts Rapids
Beveridges
* Newboro
Col. By Island
** Main Duck Island
Old Slys
Tay Basin
Long Island
Edmonds
Narrows
Upper Brewers
Detached

* dependent upon archaeological investigations
** further research is required to confirm

3.1.4. Rideau Corridor

All those areas in the Rideau Corridor excluding Heritage, Solitude and Recreational Sites, which allow visitor to understand and enjoy this distinct Canal environment through interaction with its natural, historical and cultural resources.

The totality of the resources creates this distinct environment. The setting ranges from urban centres to rural farmland to backwater areas. Community-based programs will introduce and orient the public to the Rideau Canal and the importance of the communities to the development and character of the Rideau Corridor. A wide range of recreational opportunities are available.

Messages concerning water management, conservation/ preservation and public safety will be directed at Corridor residents. The Rideau Corridor provides a prime opportunity to convey Environment Canada's philosophy on environmental issues by instilling in staff and Rideau Corridor Partners an environmental ethic. The Rideau Canal, throughout the Rideau Corridor will assume a major role in:

* promoting the use of environmentally-friendly products and services;
* encouraging the formation of partnerships to work on environmental issues;
* exploring opportunities to deliver environmental messages in co-operation with others;
* developing and maintaining links with the Rideau Corridor Partners with whom the Canal shares the responsibility of managing the environment; and
* strengthening the Environment/Economy relationship.

Visitor facilities and services should be provided by the private sector wherever possible. Co-operation among the Rideau Corridor Partners is essential in maintaining the environment, providing facilities and services to meet visitor needs, and promoting this distinct corridor.

Rideau Corridor Partners include the:

* Tourism Infrastructure
* Recreation Services/Associations
* Managers of Natural Resources
* Educational Institutions and Organizations
* Cultural Heritage Managers
* Government Agencies, including Municipalities
* Rideau Waterway Co-ordinating Association

Rideau Canal Theme and Messages

The theme established for the Rideau Canal in the Theme and Objectives document is:

A Nineteenth Century Operating Canal

Four stories and their related components support this theme:

Military Strategy and Canal Construction

Story Components: Setting the Stage
Construction Challenges
The Organization
Immediate Effects of Construction

The Changing Role of the Rideau Canal

Story Components: Military Role
Immigration and Settlement
Industry and Commerce
Tay Canal
Leisure and Recreation
Heritage Resource

Canal Operations and Maintenance

Story Components: Lock Operations
Changing Technology
Managing the Water
The Navigable Channel
Conservation and Preservation
Living and Working

Managing a Heritage Resource

Story Components: Maintaining the Delicate Balance
The Challenges
The Natural Environment Today
The Built Environment Today

A complete outline of the Canal Stories is provided in Appendix 5.

3.2.1 Gateway Programming

Three lockstations along the Rideau Canal - Ottawa Locks, Smiths Falls Combined and Kingston Mills - are designated as sites for gateway Programming.

A Gateway program is defined as:

> **A program in which messages and management strategies contribute to the visitor's understanding, appreciation and enjoyment of the site, and which is designed to welcome, orient and encourage visitors to further explore the Rideau Canal, other Canadian Parks Service sites and their Canadian heritage.**
>
> (Rideau Canal Management Guidelines for Visitor Activities, 1988)

The maintenance and development of services, facilities and programs provided at these sites will integrate the requirements of Orientation/Information, Heritage Presentation, promotion and co-operative activities.

There will be two major components to the program, of equal importance:

Gateway Messages: These messages welcome visitors to the Rideau Canal and to the specific lockstation. They provide an in-depth orientation to the Rideau Canal as a heritage resource within the Rideau Corridor and Canadian Parks system, to the Canal's facilities, services and programs, lock operations and to its recreational opportunities. These gateway messages also introduce the Canal theme and its four major stories. Kingston Mills and Ottawa Locks also provide an excellent opportunity to bid departing boaters goodbye, and introduce them to other canals such as the Trent Severn Waterway, and Quebec and New York State canals.

Heritage Messages: Each of the gateway stations will present one complete story using the on-site resources. All three gateways will also present the "Managing a Heritage Resource" story, linking preservation and conservation to Canal operations, and the role of the Rideau Canal within the Canadian Parks Service.

Both personal and non-personal media will be used to present these messages.

(N.B. All lockstations offer opportunities for presentation of elements of the Gateway program, particularly messages related to the preservation and presentation mandate of the Canadian Parks Service.)

3.2.2 Canal Stories to Lockstations/Sites

Following the review of the Canal theme and stories, the resources of each lockstation were considered in relation to their suitability to best illustrate each story and its components. By assigning the story components to individual lockstations, there has been a conscious effort made to ensure that visitors receive the messages appropriate to their interests and needs.

Figure 3 summarizes the Visitor Activities Concept by lockstation/site through:

- -site designation
- -story
- -target groups

FIGURE 3: SUMMARY: VISITOR ACTIVITIES CONCEPT

LOCKSTATION	SITE DESIGNATION	STORY	TARGET GROUPS
Ottawa Locks	Heritage/Gateway	Military Strategy and Canal Construction (all story components) Managing a Heritage Resource (all story components)	- Heritage Resource Users - Passive Recreationalists - Boaters - Organized Groups - Winter Recreationalists
Ottawa Reach	Recreational	Canal Operations and Maintenance -Managing the Water Potential to tell all stories. However, all Heritage Presentation will be dependent on the Reach Trail development	- Active Recreationalists - Winter Recreationalists - Passive Recreationalists - Boaters - Organized Groups
Hartwells	Recreational	Canal Operations and Maintenance	- Active Recreationalists - Heritage Resource Users - Passive Recreationalists - Winter Recreationalists - Boaters
Hogs Back	Recreational	Military Strategy and Canal Construction Canal Operations and Maintenance -Managing the Water	- Passive Recreationalists - Boaters - Heritage Resource Users - Active Recreationalists
Black Rapids	Recreational	The Changing Role of the Rideau Canal - Leisure & Recreation - Development of Leisure & Recreation	- Passive Recreationalists - Harvesters - Boaters - Active Recreationalists Organized Groups

Long Island	**Recreational**	**Managing a Heritage Resource** - The Challenges - The Natural Environment Today - The Built Environment Today	- Passive Recreationalists - Organized Groups - Boaters - Heritage Resource Users - Active Recreationalists - Harvesters
Burritts Rapids	**Recreational**	**Military Strategy & Canal Construction** - Immediate Effects of Construction - all components	- Boaters - Passive Recreationalists - Heritage Resource Users - Organized Groups - Winter Recreationalists
Nicholson's	**Solitude**	**Military Strategy & Canal Construction** - Construction Challenges - Engineering Design and Redesign	- Passive Recreationalists - Boaters - Heritage Resource Users - Harvesters
Clowes	**Solitude**	**Military Strategy & Canal Construction** - story components to be determined	- Boaters - Passive Recreationalists - Harvesters
Merrickville	**Heritage**	**The Changing Role of the Rideau Canal** - Industry and Commerce - all components	- Heritage Resource Users - Organized Groups - Passive Recreationalists - Boaters
Kilmarnock	**Solitude**	**Managing a Heritage Resource** - Maintaining the Delicate Balance - Conservation & Preservation - The Built Environment Today - [redacted]	- Boaters - Harvesters - Passive Recreationalists

Edmonds	Recreational	**Managing a Heritage Resource** -Maintaining the Delicate Balance - Conservation & Preservation - The Built Environment Today - Dams & Weirs	- Harvesters - Boaters - Passive Recreationalists - Organized Groups
Old Slys	Recreational/ Gateway (Smiths Falls Reach)	**Canal Operations & Maintenance** - in association with Smiths Falls Reach	- Boaters - Passive Recreationalists - Active Recreationalists - Heritage Resource Users
Combined	Heritage/Gateway (Smiths Falls Reach)	**Canal Operations & Maintenance** - all story components **Managing a Heritage Resource** - all story components	- Heritage Resource Users - Organized Groups - Passive Recreationalists - Boaters
Detached	Recreational/ Gateway (Smiths Falls Reach)	**Managing a Heritage Resource** - in association with Smiths Falls Reach	- Harvesters - Boaters - Passive Recreationalists - Active Recreationalists - Winter Recreationalists
Peacemaker	Solitude	**Canal Operations & Maintenance** - Managing the Water - all story components	- Passive Recreationalists - Boaters - Harvesters
Beveridges	Recreational	**The Changing Role of the Rideau Canal** - Tay Canal - The Second Tay Canal - The First Tay Canal	- Passive Recreationalists - Organized Groups - Harvesters - Boaters - Winter Recreationalists

Tay Basin	**Recreational**	**The Changing Role of the Rideau Canal** - Tay Canal	- Passive Recreationalists - Heritage Resource Users - Organized Groups - Boaters - Winter Recreationalists
Col. By Island	**Recreational**	**Managing a Heritage Resource** - Maintaining the Delicate Balance - Recreation & Canal Use - The Natural Environment - all components	- Boaters - Passive Recreationalists - Heritage Resource Users - Organized Groups
Tar Island	**Solitude**	-to be determined	- to be determined
Beaupre Island	**Solitude**	-to be determined	- to be determined
Narrows	**Recreational**	**Managing a Heritage Resource** - Maintaining the Delicate Balance - The Natural Environment Today - Lock Operations	- Boaters - Passive Recreationalists - Harvesters
Newboro	**Recreational**	**Military Strategy & Canal Construction** - all story components (from an "outpost" perspective)	- Boaters - Passive Recreationalists - Organized Groups - Heritage Resource Users - Active Recreationalists
Chaffey's	**Heritage**	**The Changing Role of the Rideau Canal** - Leisure & Recreation - all components - Heritage Resource	- Passive Recreationalists - Heritage Resource Users - Boaters - Organized Groups - Harvesters

Davis	Solitude	The Changing Role of the Rideau Canal - Military Role - Canal Fortifications - Heritage Resource	- Boaters - Passive Recreationalists
Jones Falls	Heritage	Canal Operations & Maintenance - all story components Military Strategy and Canal Construction - Construction Challenges - Immediate Effects of Construction	- Heritage Resource Users - Passive Recreationalists - Organized Groups - Boaters
Upper Brewers	Recreational	The Changing Role of the Rideau Canal - Industry & Commerce - Immigration & Settlement	- Passive Recreationalists - Boaters - Organized Groups - Winter Recreationalists
Lower Brewers	Solitude	Canal Operations & Maintenance - The Navigable Channel	- Boaters - Passive Recreationalists
Kingston Mills	Heritage/Gateway	The Changing Role of the Rideau Canal - all story components Managing a Heritage Resource - all story components	- Heritage Resource Users - Boaters - Passive Recreationalists - Organized Groups
Main Duck	Recreational	-to be determined	-to be determined

Service Guidelines

4.0 SERVICE GUIDELINES

Introduction

Using a VAMP approach, the following service guidelines translate the Visitor Activities Concept into a working document, based on the current situation and the identified visitor needs. Service objectives are identified for each function:

* Awareness/Extension
* Pre-Trip/Enroute
* Orientation/Information/Reception
* Heritage Presentation
* Support Services
* Recreational Opportunities
* Public Safety

The development of the service guidelines followed the identification of issues and the analysis of the current situation which identified service shortfalls (full descriptions may be found in Appendix 6).

These guidelines apply the Visitor Activities Concept, and indicate what conditions must be met, through site or program specific service planning, to achieve the identified basic levels of service.

VAMP is a dynamic process, and as such, this plan presents a snapshot of the Rideau Canal's Visitor Activities program at this point in time. VAMP is a catalyst for change in response to the on-going analysis of visitor needs and service shortfalls within the context of site resources and management direction. Thus, solutions to many operational shortfalls have already been actioned, as have those which pertain to minor adjustments in the administration of the Visitor Activities program. These appear in the Current Offer analysis which can be referred to annually as a means to evaluate the effectiveness and appropriateness of the solutions.

4.1 Awareness/Extension

The Canal Awareness program is aimed at increasing the public profile of the Canal and developing the desired Canal image. It is a communications program designed to create an awareness of actual and potential visitors of the Canal's resources, the different Canal experiences in which visitors can participate, the problems and hazards of which boaters and visitors should be aware, the services available, and of the Canadian Parks Service.

Current Situation

The overall Awareness/Extension program for the Rideau Canal is currently comprised of both proactive and reactive components which vary from Area to Area. The program is based on traditional management commitments and response to local requests for participation in community events.

The Land-based Visitor Survey results show that:

* Most of the Canal's visitors are repeat users and/or locals (except at Ottawa Locks where the reverse holds true).

* They visit only one site, and visitors stay for only a short period of time.

The Canal is missing a large potential market of first-time visitors, and is also missing opportunities for making current visitors aware of other lockstations, experiences and activities on the Canal.

Service Objectives for Awareness/Extension

* To provide programs to optimize Canal visitation and cultivate a constituency of support for the Rideau Canal.

* To highlight heritage appreciation, navigation and recreational opportunities available to the public on the Rideau Canal and in the Rideau Corridor throughout the year.

* To present the Rideau Canal as a Historic Canal and define its role in a regional and national context.

* To provide a "window" on the Canadian Parks Service.

* To create an awareness of safety hazards related to the Canal and its operation and to promote safe recreational activities.

Service Guidelines for Awareness/Extension

* Awareness of the Rideau Canal and its role within a regional, national and international context, will be achieved both on- and off-site in several ways:

  - publications (main Canal and CPS lure brochures, Canal management brochures) distributed primarily off-site;
  - community programming, including participation in fairs and exhibitions, Canal opening events, community events and school programs;
  - on-site programs to encourage visitation to other lockstations;
  - use of media: press releases and feature articles, devoted to operational concerns, heritage programming and opportunities, and paid advertisements in local and regional tourism publications; and
  - marketplaces, boat shows, etc.

* An interim marketing strategy, built upon the framework provided in Section 6.1, will be developed. This marketing strategy will focus on meeting the awareness needs of the Visitor Activity Groups, and on promoting the different Canal experiences in which the public can participate.

* Non-personal media represents the most effective means of reaching this large audience of potential and actual visitors. Portable exhibits, audio visual presentations and publications achieve this.

* A complete inventory of films/slide shows will be undertaken to outline the status of each. First priority will be given to production of an introductory film on the Rideau Canal (general audience/general purpose film) as a short alternative to "Colonel By's Peaceable Waterway", to address the needs of target groups.

* A portable exhibit media plan will establish Canal requirements.

* An overall Canal Publications Strategy will be developed in the next year to address the following Awareness concerns:

- basic brochures to be provided at all lockstations/sites;
- publications distribution at gateway lockstations which serve as distribution points for Rideau Corridor publications;
- appropriate brochures for distribution at Heritage, Solitude and Recreational sites, to best meet the needs of the visitors using these sites; and

* Recognizing that cultivating a growing constituency of support for the Canal and its objectives means building from the ground up, the school program will be emphasized as a vital part both of the Canal's Awareness program and of its Heritage Presentation program (for details on the school program, see Section 4.4). Awareness of the school program itself will be co-ordinated through Canal headquarters.

* The Canal will continue to actively seek to have the Canal identified in various provincial and travel association guides, and in tourist road guides, which are developed and distributed by the private sector.

* The Canal will continue to investigate innovative ways to promote awareness of the Canal, such as through the use of billboards.

* The Canal's Heritage Presentation program can only succeed if visitors are aware of its existence. Awareness of the program will be facilitated through the following measures:

- On-site exhibits will be brought to visitors' attention through orientation signage or brochures.
- Canal Headquarters staff will co-ordinate promotional efforts that encompass the Canal's Heritage Presentation program as a whole.
- Area Interpretation Officers will be responsible for promotion of the Canal-wide program to their Area, and of their own program.
- Event boards will be installed at some lockstations to promote Rideau Canal programming, joint-venture programming and other community programs associated with the interpretation of the heritage resources of the Rideau Corridor.

* Within the context of the Canal's workplan, a distinct budget will be identified for the Awareness program.

4.2 PRE-TRIP/ENROUTE

Pre-Trip

A "Pre-Trip" program involves the provision of motivational media and trip-planning information to the off-site visitor who is considering, or has made the decision to visit the Rideau Canal.

Enroute

Visitors enroute to the Canal must not only be aware of the Canal but must also have sufficient direction to guide them there, and also from lockstation to lockstation.

Current Situation

The Pre-trip program is handled through the provision of materials to respond to information requests. Information on the Rideau Canal and Corridor may be picked up or bought at lockstations, special events or other outlets (tourist information booths, Ministry of Natural Resources, etc.)

Provincial trail blazer signs direct land-based visitors to most lockstations, while day navigation aids guide boaters.

Results of the visitor surveys indicate that:

* boaters on longer trips plan their vacation well in advance.

* most land-based visitors plan to visit the Canal on the "spur of the moment" and arrive in passenger vehicles. The majority of Ottawa Sector visitors arrive on foot or by bicycle.

* highway identification signs were identified as a problem by 14% of the land-based visitors.

Service Objectives for Pre-Trip/Enroute

* To ensure that visitors are provided with accurate information to be able to plan their trip to the Rideau Canal.

* To direct visitors to the Rideau Canal and from site to site, through the provision of consistent directional signage and literature.

Service Guidelines for Pre-Trip/Enroute

Publications

* An overall publications strategy will be developed for the Rideau Canal. It will address the following Pre-Trip/Enroute concerns:

  - the need for publications/information sheets to provide visitors with required information.

  - opportunities for cost-sharing ventures (eg. Eco-tour type brochure).

  - Canadian Parks Service input in provincial, private and travel association tourism guides, maps and tabloids.

  - ways of maintaining updated information on facilities, services and programs offered by others along the Rideau Corridor.

  - staff responsibilities

Sign Plan

* A complete sign plan is being developed by the Rideau Canal. Co-operation with various agencies in the Rideau Canal corridor will ensure a consistent approach, to directional signage, throughout the Rideau Canal Corridor. Opportunities to enter into cost-sharing agreements for such signage will be investigated.

* Efforts will continue for installation of directional signage for the Rideau Canal on the Highway 401 and in the future, on Highway 416.

* The Canal will investigate innovative ways to provide directional information, such as the use of highway billboards.

4.3 ORIENTATION/INFORMATION/RECEPTION

The Orientation, Information and Reception functions ensure that visitors have the opportunity to be welcomed and oriented to the Canal on their arrival, and that they have access to the necessary information required for a safe and enjoyable visit.

Current Situation

This program is carried out through both personal and non-personal services. The personal aspect consists of welcoming boaters and land-based visitors by lock staff. Media including publications, boater packages, primary identification signage, lockstation orientation and hazard signs, small interior exhibits and Visitor Reception Centres completes this program.

Survey results show that:

* on-site orientation signs are very important,
* there is a high level of satisfaction with the information provided, and
* 53% of the land-based visitors prefer publications (exhibits and talks are more popular with visitors on longer trips).

Service Objectives for Orientation/Information/Reception

The type and level of Orientation/Information/Reception services at lockstations/sites will be determined by its designation. The following service objectives provide direction.

* To welcome Canal visitors upon arrival and orient them to the mandate of the Canadian Parks Service, the significance of the Rideau Canal and its heritage resources, the available visitor facilities and services, the recreational and interpretive opportunities, public safety requirements and Canal regulations.

* To introduce new and repeat visitors to the Rideau Canal system and the particular lockstation/site upon arrival.

* To inform both water and land-based visitors of safety concerns, regulations, hours of operation and visitor services.

* To use the most effective and efficient media (personal and non-personal) in presenting the Orientation/Information/Reception program in accordance with site designation.

* To inform on-site visitors of the complementary activities and services offered by other private, government and non-profit organizations along the Rideau Canal corridor.

* To inform and to orient corridor visitors of the opportunities for appreciation, understanding and enjoyment of the significance, heritage values and operation of the Rideau Canal system.

Service Guidelines for Orientation/Information/Reception

The Orientation/Information/Reception function for the Rideau Canal will convey messages to visitors, without which they would be unable to know the name, function, origin, and the significance of the site or be able to find their way around. Visitors will also be oriented to the site's and Canal's features, facilities, services and programs.

The following recommendations guide the Canal in providing these basic messages.

Primary Identification Signs

* A sign plan will be produced to address sign requirements and locations.

* Identification signs will be located to serve both boaters and land-based visitors. This may require that two identification signs be placed at some sites.

* To emphasize their "gateway" programming role vis-à-vis boaters entering and leaving the system, Kingston Mills and Ottawa Locks will incorporate welcoming/departing messages into identification signs.

Orientation/Information Signs

* Overall media plans for Solitude and Recreational sites will be completed. Signage for Heritage sites will be considered in site-specific service planning.

* Orientation signs will use maps to highlight the features of the site. Where feasible and appropriate, opportunities offered at other stations will also be highlighted. Safety messages will be incorporated into these signs whenever possible and appropriate.

* On-site media will be sympathetic to the character of the Rideau Canal and the individual lockstation/site designation.

* At Solitude sites, one exhibit will be used to incorporate the welcome, information, orientation and interpretive messages. Site circulation patterns will determine their location.

* Facilities and services which are accessible to the disabled will be indicated on orientation signs

* Heritage presentation programs, notices to Canal users, etc. will be promoted on-site through the use of an events board.

Publications

* An overall publications strategy will be developed. It will address the following Orientation/Information/Reception concerns:

- potential for co-operative cost-sharing ventures with Rideau Corridor Partners
- requirements for "Management Message" publications (eg. Dredge and Fill, Water Management, regulations summary)
- opportunities to produce "Ecotour" type publications for the Corridor, checklists, directories, etc.
- distribution both on-site and off-site
- publication requirements by lockstation designation

* The Boater's package incorporating the "Dear Skipper" letter is an effective reception/information tool and will be produced annually.

* The design for a standard brochure rack will be developed to be adaptable to the needs of each lockstation.

* The "Navigation Data" booklet is currently under review. The Canal will continue input in the re-design of this brochure or alternative publications to fulfil this role.

Personal Services

* The personal services component of the Orientation /Information/Reception program at each lockstation/site will be delivered by lock-operating staff and at key locations by both lock and interpretation staff. The Canal will investigate opportunities for additional staffing through the Rideau Waterway Co-ordinating Association or volunteers.

* Hospitality, communications and information (eg. Heritage Networking) training will be provided to all staff dealing directly with the visitor.

* Gateway stations may need to supplement the reception function with other staff, including interpretation staff, volunteers, or through special employment programs (which may be facilitated through the RWCA or other organizations which have access to special employment programs). Service Plans for these station will assess the individual situations.

* Organized groups (bus tours, school groups, etc.) will be encouraged to use Heritage and larger Recreational sites. The need for staff to receive and orient these groups will be reviewed as part of site service planning.

Visitor Reception Centres

* The function of, and need for Visitor Reception Centres (VRC) will be reviewed based on each station's designation and the needs of the target markets. This could result in the closure of some VRCs or upgrading of others. The Canal should continue to work in co-operation with other organizations to operate VRCs (eg. Jones Falls and Smiths Falls).

* The Rideau Canal Museum will have a major impact on the opportunities offered to visitors to orient themselves to the Rideau Canal, and particularly to the Smiths Falls Reach. Through interactive planning Orientation/ Reception/Information will be well integrated. The planning process for Smiths Falls currently under way will determine message requirements for interior and exterior exhibits.

4.4 HERITAGE PRESENTATION

Heritage Presentation programs are aimed at increasing the visitors' understanding and knowledge of the Rideau Canal as a Nineteenth Century Operating Canal, and the significance of the Rideau Canal Corridor, through interpretation of four stories by a variety of personal and non-personal media.

Current Situation

The Rideau Canal Heritage Presentation program is presented using both personal and non-personal media at on- and off-site locations. The program to date has been directed by the Rideau Canal Conceptual Interpretation Plan (1977) and unit plans. The type of program offered varies considerably in each Area - a function of traditional programs, response to program requests, heritage resources, staffing levels, etc.

The current Heritage Presentation program for the Rideau Canal contacts over 300,000 people annually, both on- and off-site through personal and non-personal media.

Figure 4 summarizes the Heritage Program offered in each Area.

The current use of Interpretation resources for programming at each Area is outlined in Figure 5. This situation will be monitored over the next few years to confirm.

Six point four-one (6.41) PY's are currently dedicated to the Areas for the planning and delivery of the Canal's Heritage Presentation program. It is important to emphasize that the resources required to operate the existing program exceed the current allotment of interpretation staff, to include contractors, student hiring programs, maintenance staff and lock operating personnel. Appendix 7 outlines the current requirement to operate the program in each Area.

Visitor Survey results show that:

* Overall, there is a high level of interest among visitors in knowing more about the Rideau Canal.
* Sixty-seven percent of boaters expressed an interest in learning more about the Canal's history.
* Land-based visitors are 49% very satisfied and 44% somewhat satisfied with the overall information and interpretation services provided at lockstations.

* Interest in the Canal's history rates high or very high (96% total); interest in lock operations is almost as high (94% total rated high or very high).

* Land-based visitors rated their preferences for interpretive media as follows:

    53% brochures and pamphlets
    28% exhibits and displays
    17% talks, presentations and demonstrations

* Heritage Resource Users were more likely to prefer talks and demonstrations. Boaters preferred brochures.

* On average, 65% of the Passive Recreationalists and the Heritage Resource users felt that they knew more about the Canal's history than before their visit. Only a quarter of the Active Recreationalists offered a similar response.

FIGURE 4

SUMMARY HERITAGE PRESENTATION PROGRAM

ON SITE	NORTHERN AREA Program	Contacts	CENTRAL AREA Program	Contacts	SOUTHERN AREA Program	Contacts
Buildings (Fac./Exhibits)						
a) Staffed	Ottava Locks Commissariat	25,864(153)	Smiths Falls 1 Jasper	748 (76)	Nevboro Blockhouse (Sat/Sun-July/Aug)	159(15)
	Lockmaster's Office	No stats	Merrickville Depot	795		
b) Animated/ Demonstrated			Merrickville Foundry (Sat/Sun)	1,015(39)	Jones Falls -Sweeney House	8,356(137)
					-Blacksmith Shop	5,559(112)
					Kingston Mills - Blockhouse	3,233(112)
c) Unstaffed	Long Island V.C.	145(153)	Merrickville Foundry (Mon-Sun)	3,230(98)	Kingston Mills Anglin Centre	6,198 (L.B. Survey)
	Hartvells V.C.	1,250(153)				
					Narrovs Exhibit in Blockhouse	N/A
d) Staffed or Operated by Others	Ottava Locks Bytovn Museum	16,377(201)	Merrickville Blockhouse	3,616	Chaffey's Museum	N/A
					Jones Falls V.C.	10,050 (L.B. Survey)

ON SITE	NORTHERN AREA		CENTRAL AREA		SOUTHERN AREA	
	Program	Contacts	Program	Contacts	Program	Contacts
Personal Services						
a) Demonstrations/ Animations (outside)	Ottava Locks Stonemasonry Lock Talks	 958(10) 1,900(7)	Merrickville Foundy	1,015(39)	Kingston Mills musket demos	371(24)
b) School Programs	Ottava Locks Long Island	1,067(25) 36(2)	Smiths Falls, Merrickville, Burritts Rapids Extension	631(18)	Jones Falls (RVCA) Kingston Mills	754(23) 617(13)
c) Special Interest Groups	Hist. Societies Brownies/Guides /Scouts Day Care New Immigrants Ottava Locks Long Island	 86(4) 37(3)	Hist. Societies VIP Tours		Hist. Societies VIP Tours	119 (4)
d) Special Events	Canada Day Col. By Day Winterlude 1.Skate'n Navigate 2.Skating Couple	12,500(1) 582(1) 30,582(10) 8,590(13)	Settlers Days (see Off-Site)		Museum Day at Kingston Mills	700(1)
e) Theatre Program			Merrickville Depot (Sat, Sun) 1 Jasper	795(37) 498(69)	Anglin Centre	N/A

ON SITE	NORTHERN AREA		CENTRAL AREA		SOUTHERN AREA	
	Program	Contacts	Program	Contacts	Program	Contacts
f) Tours (scheduled)						
g) Evening Programs	Long Island Ghost Walk	68(1)	Col By Island Ghost Walks	632	Newboro Ghostwalks-Jones Falls	94(5) 185(1)
h) Family Programs	Long Isl. Puppet Shows	235	Childrens Program Nature Walks Puppet Shows	160		
i) Ceremonies\ Celebrations	Opening of Navigation					
	Bytown Museum Opening		Merrickville Blockhouse		Chaffey's Museum	
j) Roving (scheduled)						
k) Casual Contacts (unscheduled)			Merrickville Smiths Falls		Jones Falls Kingston Mills	
l) Multi Media Programs	Winterlude Skate'N'Navigate Skating Couple	30,582(10) 8,590(13)				
	Canada Day Voyageur Cup	6,000(2)				
	Opening of Canal	5,000(1)				

ON SITE	NORTHERN AREA		CENTRAL AREA		SOUTHERN AREA	
	Program	Contacts	Program	Contacts	Program	Contacts
Trails*						
a) With Media	Hogs Back	4,400(153)	Burritts Rapids	1,016	Jones Falls	N/A
	Ottava Reach	30,000	Tip to Tip			
b) Without Media	Long Island	no stats	Colonel By Island	200		
			Tay Canal Trail	N/A		
Exhibits-Exterior						
	Ottava Locks (winter)	108,220(45)	Beveridges Tay Basin			
	Manotick Dam	37,000(365)	Merrickville Industrial Heritage Complex	3,800		
Publications	Main Canal Brochure					

*Trails

An interpretive trail can be defined as a trail designed or adapted to the purpose of relating certain Canal sto the public through the use of appropriate media (signs, brochures) keyed to the resources of the site.

Footpaths are informal in nature and while their primary purpose is for circulation and access, they can also be for exploration of a site and its resources (self-discovery)

( ) indicates number of occurances

OFF SITE	NORTHERN AREA Program	Contacts	CENTRAL AREA Program	Contacts	SOUTHERN AREA Program	Contacts
Fairs, Exhibitions, Celebrations	Dickinson Days	440	Lombardy Fair	Total	Travelling Forge	605(10)
	Kars Fair	1,000(1)	Athens Fair	4275	Elgin Fair	300
	Heritage Day		Merrickville Fair		Heritage Day-Bellevue	500
	National Wildlife Week	3,262	Festival of Maples		Family Day(MacLachlan Woodworking Museum)	1,000
	Environment Week		Settlers Days	8882(3)	Homesteader Days (Inverary)	675
	Festival of Spring	3,262	Heritage Fair		Olde Tyme Country Fair (Pittsburgh Twsp.)	10,000
	Ottava Ex	10,208(10)			Kingfest (Kingston)	250
	Tourism Market Places				TOTAL	12,725
	Headquarters - Boat Shows, Ottava Exhibition, Plaque Unveilings					
School Groups Special Interest Groups		583 (10)		695 (4)		821(18)
Exhibits						
a) Permanent	Dov's Lake Pav.	n/a	Last Duel Park			
			Rideau Perry	Both installed in		
			Port Elmsley	1988		
b) Portable	Ottava International Airport Shopping Centres Libraries Hotels					
Other Park Programs	Baxter Conservation		Murphy's Point	330		

FIGURE 5

	NORTHERN AREA			CENTRAL AREA			SOUTHERN AREA		
	Personal	Non-Personal	Total	Personal	Non-Personal	Total	Personal	Non-Personal	Total
GT - 3									
.Plan, research, development both O & M and capital (includes Co-Op ventures & community liason)	25%	20%	45%	20% (definite increase from last year)	20% will vary yr.to. yr.	40%	10%	15%	25%
.Supervise, train staff (includes training other staff)			20%	new staff req's - 10%		15%			30%
.Program Delivery (fill in as required, sp. events, special interest groups, school groups)			15%			20%	15%	10%	25%
.Administration (MYOP, schedules, letters, files etc.			20%			25%			20%
	Overtime ≯ 15 days (all areas)								
GT - 1									
.Train (not sufficient)			5%			5%			8%
.Plan, research, development, preparation	30%	15%	45%	30%	5%	30%			15%
.Program Delivery - staff buildings	3%			39%			65%		
- special events	18%			9%			2%		
- sp.int. groups/ school groups	12%		43%	6%		60%			75%
- family programs (includes Ghost Walks)	5%			6%			3%		
- Demonstrations	5%						5%		
.Non Personal Program	7%		5%				2%		

* Northern Area Program relies heavily on the COSEP program and contract (Bytown) for summer program and use the GT-1 for fall/ winter program (schools, winterlude etc)
* Northern Area Interp. Officer has additional responsibilities with Laurier House.

5% Assist other Areas

* Southern Area program relies heavily on COSEP program to open facilities 7 days/week June to late Aug., & to enable GT & decontrolled staff to do evening programs [illegible] in [illegible]ven[illegible]

Service Objectives for Heritage Presentation

* To ensure that visitors gain an understanding and appreciation of the significance of the Rideau Canal through the presentation of the Canal's theme -- A Nineteenth Century Operating Canal -- and its supporting stories:

  Military Strategy and Canal Construction

  Canal Operations and Maintenance

  Changing Role of the Rideau Canal

  Managing a Heritage Resource

* To target the Heritage Presentation program to the appropriate visitor activity groups.

* To make actual and potential visitors aware of the significance of the Rideau Canal within the Rideau Corridor and the Canadian Parks Service.

* To provide heritage programming on a year round basis.

* To co-ordinate the Canal's Heritage Presentation program with those offered by other government agencies and by the private sector, and to encourage new opportunities for joint programming.

Service Guidelines for Heritage Presentation

General

* The Canal's Heritage Presentation efforts will be primarily focused on meeting the needs of the on-site visitor, and providing them with the opportunity to participate in the different Canal experiences. All on-site visitor groups should have the opportunity to learn about the Canal through exposure to its theme and stories.

In general, the Rideau Canal's Heritage Presentation program will be separated into two basic components: On-Site (Lockstation/ Site) and Off-Site (along the Rideau Corridor).

On-Site (Lockstation/Site)

* The nature of the interpretive programming offered will be guided by the lockstation/site designation. This will assist Visitor Activities in optimizing the use of staff resources by recognizing where they would be most effective.

Figure 6 summarizes the appropriateness of Heritage Presentation programming by site designation for the on-site program.

Personal Services

* Personal services Heritage Programming will be concentrated at stations where the target groups are Heritage Resource Users, Organized Groups and Passive Recreationalists. The Heritage sites with their abundance of heritage resources and their relatively high visitation, are logical locations for offering personal services. The following personal services rank as high or very high priorities for Heritage sites:

  * staffed buildings
  * guided walks
  * demonstrations and on-site talks
  * school programs
  * animation
  * special interest groups tours
  * special events
  * evening programs
  * family-oriented programming
  * roving

* Personal services programming by interpretation staff will not be a priority at Solitude sites because the intention of designating these stations as "solitude" is to encourage visitors to explore the heritage resources on their own.

* Although Recreational lockstations will primarily feature non-personal forms of interpretation, they are well-suited to special events programming.

* Special events should be designed to encourage visitors to stay longer.

Buildings

* Heritage Presentation programming in buildings will be targeted at Organized Groups, Heritage Resource Users, Passive Recreationalists and Boaters.

FIGURE 6: APPROPRIATENESS OF ON-SITE HERITAGE PRESENTATION PROGRAMMING THROUGH APPLICATION OF THE SITE DESIGNATION CONCEPT

Service Type	Heritage	Solitude	Recreational
Personal Services			
- guided walks	H	L	M
- demonstration/ animation	V.H.	L	M
- school program	V.H.	L	M
- special interest groups	H	H	H
- special events	H	L	H
- boat tours	M	L	H
- evening programs	H	L	L
- family programs	H	L	H
- roving	H	L	L
Buildings (Indoor Displays/Exhibits)			
- staffed	H	no	M
- animated/ demonstrated	V.H.	no	no
- unstaffed	no	L	L
- staffed by others	yes	no	L
Trails			
- with media	H	L	M
- without media	L-M	M	H
Publications	H	H	H
Outdoor Exhibits	M	H	H

V.H. = highest level of appropriateness H = very appropriate
M = moderately appropriate L = low level of appropriateness

* Staffed buildings are a high priority for lockstations designated as Heritage sites. Buildings staffed by other organizations are appropriate at both Heritage and Recreational sites.

* Buildings will be staffed (animated or program demonstrations) during peak visitation hours, but their exhibits will be designed to permit them to be left as effective self-interpreting exhibits during low visitation hours.

* Hours of operation of buildings open to the public will be posted outside the building or in on-site orientation media.

* The Canal will maintain close liaison with groups which staff buildings on Canal lands. This will ensure that programming and promotional efforts are part of an integrated program complementing the objectives of both participating organizations.

* Staff will explore opportunities for other co-operative staffing strategies for Canal visitor facilities. Each case will be evaluated on its own merits, realizing that there are associated administrative costs and PY implications for the Canal in undertaking and administering such agreements.

Exterior On-Site Exhibits

* On-site exhibits on the Rideau Canal will be designed to harmonize with the heritage setting.

* On-site exhibits at Heritage sites are appropriate but will, wherever possible, be integrated with interpretive trails or associated with Canal buildings.

* On-site exhibits are the best way to highlight the heritage resources at Recreational sites.

* At Solitude sites, interpretive elements will be integrated into the media developed to meet the Information/Orientation/Reception needs of visitors, in order to maintain and enhance the ambience of the station.

Trails

* Interpretive trails are a high priority at the Canal's Heritage sites -- locations where there are abundant heritage resources and a large visitor base to draw upon. Media on such trails should be designed to harmonize with the heritage character of the site.

Footpaths, by their informal nature may also be considered as appropriate for Heritage sites as a means for visitors to explore and experience the resources on their own.

* Trails at Recreational sites are a high priority. Such trails may also include bike paths with interpretive media. Footpaths are also appropriate.

* At Solitude sites interpretive trails, while important, will be low key in the design of their interpretive media (eg. an introductory trailhead sign only).

Multi-Media Programs

At present the Multi-Media program, which involves both personal and non-personal media, takes place primarily along the Ottawa Reach.

* Participation in Winterlude and Canada Day celebrations, including the Voyageur Cup, provides the Rideau Canal with an excellent opportunity to make the National Capital Region resident and visitor aware of this 19th Century Operating Canal, its significance within the Canadian system of Parks, and within the Rideau Corridor, as well as the year round opportunities available to them.

Rideau Corridor (Off-Site)

The present level of effort devoted to this program varies widely from Area to Area. Northern Area concentrates the majority of their off-site program on special events. Central Area attends many community events and fairs, while Southern Area participates in a few community programs.

The priorities established for the Rideau Corridor Heritage Presentation program by this plan are:

1. School Program
2. Special Interest Groups
3. Fairs and exhibitions and community events
4. Other Sites (personal services at provincial parks, etc.)
5. Other agencies involved in heritage presentation (eg. joint staff training; information exchanges; annual Heritage Network workshop; etc.)

Criteria that will be used in determining the appropriateness of individual program requests include:

1. cost - py's and dollars including travel
2. benefit - target groups
   - Interpretation/Awareness potential
   - political considerations
   - management messages
3. quality - personal versus non-personal
   - opportunity for visitor interaction

Although in general the Heritage Presentation program will not focus its efforts on the off-site visitor, there is one major sub-group which requires special attention: school children

* School children represent a major opportunity for the Canal to build a future constituency of support through exposure to the heritage resources of a nationally significant site located at their doorstep.

Canal resources do not permit major expenditures of staff time for off-site school programs. Emphasis should therefore be placed on the development of non-personal off-site media, which will develop an awareness, appreciation and understanding of the Rideau Canal within the Canadian Parks Service and Environment Canada. The medium which could best serve these objectives is a Rideau Canal Edukit.

In general, the kit will be designed to introduce the Canal theme and stories to school children, be integrated into the Ontario school curriculum, and would encourage the schools to bring their students to a Canal site as a follow-up to the edukit modules. Teacher workshops in conjunction with the development and implementation of the kit are essential. The education kit will optimize the effectiveness of a class visit to the Canal and staff time devoted to the group on-site, and will let the teacher be involved or do the site visit on his/her own if staff are not available.

The development of a Rideau Canal Edukit must consider the development of school programming to be offered at the Rideau Canal Museum in Smiths Falls, which will open in 1991. There are several reasons for this:

* The Museum is forecasting that it will develop a school program which will reach 50,000 children annually. This represents a sizeable potential audience which will already be focusing on the Rideau Canal. There will be a significant impact on the Canal staff in terms of on-site program requests.

* There is potential for development of a co-operative kit with the museum.

* The Museum's facilities will be open year-round and through a combination of museum staff or volunteers and Canal staff, the workload of school programming can be shared.

* The Rideau Canal Museum school program has the potential to significantly increase visitation to individual lockstations, by both school groups and families with school children.

Publications

The content of CPS publications, while being directed overall by program goals, are also influenced by visitor needs and interests. An understanding of visitor interests and needs will help the Canal in developing publication content.

* An overall publications strategy will be developed by the Canal. Major Heritage Presentation concerns that will be addressed include:

  - the role of each publication
  - identification of opportunities for co-operative publications
  - setting of realistic timing and budget

  Two types of publication co-ventures are suggested:

  - the resurrection of tour brochures for the Rideau corridor, similar to the old "Ecotour" publication.
  - checklists and directories. These are seen as a means to unite the corridor.

* Interpretive publications will generally be restricted in distribution to the Rideau Canal corridor. They will not be distributed as "lure" brochures.

Collections Management

* Canal headquarters will continue to maintain the principle slide/photo/audio visual collections and library, while smaller collections will be housed in each Area Office.

* A Canal-wide Costume Plan will be developed in support of the period animation activities undertaken to provide required elements for Heritage Presentation in animation, special events etc. The plan will outline costume requirements related to the Canal theme and stories and target groups. Site specific costume requirements will be addressed through individual service planning.

* Cataloguing of artifacts currently in use or on display will be completed, and Collections Management directives followed in managing the Canal's collections in the future.

* A complete inventory of films/slide shows will be undertaken to outline the status of each. First priority will be given to production of an introductory film on the Rideau Canal (general audience/general purpose film) as a short alternative to "Colonel By's Peaceable Waterway", to address the needs of target groups.

* Each year, the Rideau Canal is losing valuable first-hand information on its history of operations and maintenance. An Oral History Project has been identified in the M.Y.O.P. As part of the project, Canal staff will be trained to continue the efforts as required.

General

Further information is required on Main Duck, Beaupré and Tar islands to establish what, if any, Heritage Presentation programming should be provided.

4.5 SUPPORT SERVICES

Support services provide the visitor with the necessary services to fully appreciate, understand and enjoy the Rideau Canal. The needs of visitors vary depending on their reason for visiting the Canal: boaters have quite different basic needs than land-based visitors.

Current Situation

The Rideau Canal varies in character along its length, both in terms of resources at individual lockstations/sites as well as visitor activities and use levels. The mosaic of activities, facilities and services provided by others within the Corridor, has a significant impact on the provision of support services by the Rideau Canal.

Survey results show that:

* all visitor activity groups have expressed a 78-100% satisfaction with the availability and quality of services provided along the corridor.

* Over 50% of land based visitors consider washrooms, walking paths, parking, benches, garbage cans, and drinking water as important facilities.

* Boaters consider tie up space, drinking water and washrooms as very important; barbecues were rated in the survey as

not important although most lock staff feel use of barbecues is high.

* 81% of boaters wanted public phones available while only 16% indicated a need for showers.

* Launch facilities were required by just under 1/3 of the boaters.

Service Objectives for Support Services

* To ensure that the basic facilities and services required for appropriate activities are provided on-site or within the area, by the Canadian Parks Service, other government agencies, local communities or the private sector.

* To provide basic facilities for the disabled visitor, recognizing site and building limitations.

* To plan and design all development in order to maintain the historical, architectural and aesthetic qualities of the Canal, as well as complement those support services offered by the public and private sector of the Rideau Corridor.

* To optimize the use of the Rideau Canal in the non-peak season to maximize the cost-effectiveness and efficiency of providing services and facilities.

* To work with the Rideau Corridor Partners in developing an integrated network of facilities and services for the visitors.

Support Services Guidelines

In line with management direction, the Rideau Canal will provide services and facilities which meet identified visitor needs and which complement those services offered by provincial or municipal agencies or by the private sector. Where new facilities and services are identified as appropriate to meet visitor needs and expectations, the private sector will be encouraged to undertake such new developments along the Corridor.

Through the management planning process, the current level of facility and service development along the Rideau Corridor will be assessed to ensure that resident and visitor needs are adequately addressed. This plan provides direction for lockstations/sites.

The level of facilities and services to be provided at a lockstation/site will be guided by its designation as a Heritage, Solitude or Recreational site and will be commensurate with its on-site resources.

Basic Services

The basic level of support services established by this plan, to be provided at all lockstations and sites includes:

Day Facilities and Services

* lock and/or bridge operation
* picnic tables and benches
* potable water
* washrooms
* parking
* circulation paths
* docking (blue line)
* garbage cans
* highway signage
* on-site identification and orientation signs
* permit sales
* basic information publications (Canal operations, fees, safety, rules and regulations, Canal services, etc.)
* day navigation channel and aids to navigation
* landscaped grounds

Night Facilities and Services

The following will be provided for water-based and Rideau Trail users only:

* designated camping areas (except Ottawa Locks)
* picnic tables
* washrooms
* potable water
* overnight mooring

Other Facilities and Services

Other facilities and services available at some lockstations include:

* chart and small craft guide sales
* additional information on the Canal and Rideau Corridor
* barbecues
* boat launches
* public phones
* wheelchair accessible washroom facilities

Each site will be reviewed through future service planning to determine further requirements.

Design Standards

* The need for Canal-wide design and maintenance standards for certain support services including picnic tables, benches and barbecues will be reviewed.

* Foot paths and interpretive trails will be developed and maintained to standard, the latter to the CPS Trail Manual standards; the former to a standard developed by the Canal, in keeping with both their informal nature and basic EARP concerns.

* Canal staff will review the design and means of securing garbage cans to ensure that their design and location harmonize with the lockstation environment.

Environmental Assessment and Review Process

* The impact of concentrating certain visitor activities at various lockstations as a result of the site designations requires on-going monitoring. In concert with the Resource Advisor, Safety Officer and the Area Operations Supervisors, a schedule of EARPs will be established to identify environmental impacts and safety concerns and to recommend mitigating strategies.

* Highest priority will be placed on the heavily used Heritage/Gateway stations. Lowest priority will be placed on Solitude sites.

Potable Water

Potable water is recognized as an essential service to visitors. Water is currently available at all lockstations, however its potability fluctuates.

* Upgrading of existing facilities will be assessed on a site by site basis.

* The means of achieving potable water quality at each lockstation/site will be reviewed to ensure the most cost-effective approach (eg. chlorinator).

* A fountain fixture will be added to the existing washroom plumbing system at each station.

* Outdoor drinking fountains, designed to be resistant to vandalism, will be installed at Kingston Mills, Jones Falls, Smiths Falls Combined, Ottawa Locks, Hartwells and Hogs Back lockstations.

Trails

Trails on the Rideau Canal can be categorized as circulation trails, informal pathways and interpretive trails.

* All three types of trails will be entered into the Canal's MMS matrix to determine trail maintenance requirements and to ensure that these are outlined in workplans.

* Circulation Trails provide access to the key facilities and services at a lockstation. Most will be maintained as is; some will be upgraded to accommodate use by the disabled. This need will be identified through site or program service planning.

* Informal Pathways are created by visitor use patterns. The importance of these informal trails as pleasant and much-used facilities is recognized and they will be maintained to their present level, recognizing that part of their attractiveness is their informal nature. These pathways will be monitored to ensure negative impacts to the natural or historic resources do not occur.

* Interpretive Trails present the 19th Century Operating Canal through use of on-site media.

* Upgrading of existing trails will be a priority over new trail development.

Washrooms

Public washrooms containing minimal facilities (no showers) are provided at all sites.

* The need for upgrading of these facilities will be identified in site service planning. Measures will be taken to ensure access for disabled visitors wherever feasible, and 24 hour access for overnight boater use.

Barbecues

* Levels of use will be monitored over the 1989 season prior to making any long-term decisions concerning the installation of new or replacement barbecues.

* The Canal will investigate cost-effective methods for fabrication of any new barbecues.

Pay Phones

Pay phones are regarded as an essential service for safety reasons, however it is recognized that it is cost-prohibitive to provide them at all stations. Lock staff currently provide access to the lock office phone during operating hours.

* Priority will be given to installing pay phones (semi-service) at the more remote lockstations/sites where:

    * there is no alternative nearby phone service available (eg. at a local community or resort)
    * there is high overnight use

The requirement for phones will be assessed on a site by site basis.

Parking Lots

* Parking lots will be developed in a manner which preserves the historic atmosphere of the site, while also being practical for the visitor. Area development plans should consider the screening of parking lots through the use of landscape elements. The area of the lot will be clearly defined to avoid unorganized parking on grassed areas.

* All public parking lots will be identified using directional signage.

Lighting

Lighting is provided at some stations along the Canal. Due to energy conservation concerns, the number of lighted lockstations/sites has decreased. Lighting is required in some areas to avoid unnecessary hazards to overnight boaters (eg. where there are steep stairs or where the visitor must cross a gate to access the washroom).

* Lighting will be provided at lockstations/sites where safety is a prime concern. Priority will be given to stations with high overnight mooring and at stations located in urban areas. This requirement will be fully addressed in the Public Safety Plan.

* Lighting will also be installed where the security of historic buildings or artifacts may be compromised by its absence. This will be assessed on a site by site basis.

* An outside light will be maintained at each washroom building.

Navigation

The day navigation channel will be maintained to Canadian Coast Guard standards as identified in the Aids and Waterways Operational Manual and Collision Regulations. Five feet (1.5 meters) of available water, below chart datum in each reach, will be maintained for safe navigation.

Boat Launches

Boat launches are provided at a few stations along the Canal. The need for each launch will be reviewed in terms of its use and similar facilities offered by the private sector. Boat launch facilities are appropriate at lockstations/sites designated as Recreational sites, but could only be developed to meet an identified visitor need.

* Boat launches will be considered as a facility for small craft only. Basic standards for boat launches will be established and the existing boat launches up-graded to meet these standards. Maintenance (PYs, dollars) requirements will be identified and included in the Canal's MMS matrix.

* The location of boat launch facilities will be identified in Canal information publications.

Fish Cleaning Stations

* A fish-cleaning station will be set up on a 2 year trial basis at Beveridges lockstation to determine the effectiveness of such a facility in reducing the inappropriate disposal of fish entrails on-site at this or other lockstations.

Overnight Camping

Camping at lockstations/sites should be of a short duration (less than 48 hours) and should continue to be limited to water based and Rideau Trail users.

* Guidelines for the management of overnight camping will be established.

* Camping areas will be sited to preserve the historic ambience of the site, while also being practical for the visitor.

Bike Racks

* Bike racks will be provided at sites where cycling is a major transportation method. These locations will be identified through service planning.

Flowerbeds

* The importance of the flowerbeds/planters established by lock staff as an enhancement to the "reception" function at a lockstation is recognized, and dollars are budgeted to support this activity. While such plantings are not a necessity at a lockstation, they add to the visitors' perception that the Rideau Canal is well cared for and is a source of pride to the operating staff. Landscape architects from the Ontario Regional Office should be consulted to provide recommendations on plants which require minimum maintenance, so that tending these floral displays does not take away significant time from the lock staff's other duties.

Landscape Treatment

Along the Rideau Canal corridor, the landscape contains urban, rural, natural and historic elements. Landscaping of the lockstation is an important component.

* The opportunities to be offered at each lockstation/site will assist in determining landscaping requirements.

* The need for shade trees is recognized and will be identified in Area Development Plans, keeping in mind the site historical ambience.

Dock Space

Perceptions about the need for more dock space are widely varied among Canal staff who were consulted during the course of the data collection for this plan.

* Dock use will be monitored (peak and non-peak hours, weekends, shoulder season, etc.) in consultation with the Socio-Economic division at Ontario Regional Office. This monitoring will determine the optimum docking allotment for each lockstation and the data can then be applied to site specific service planning.

Beaches

Two "official" beaches are provided by the Canadian Parks Service on the Rideau Canal - Newboro and Colonel By Island.

* These beaches will be maintained to a safe standard as identified in the Public Safety Plan and signed accordingly.

* The private sector and municipalities will be encouraged to develop and maintain beaches along the corridor.

* A safety communications program will be established to address the dangers of swimming in the navigation channel and from dangerous Canal structures. This will be developed in consultation with the Canal Safety Officer and be fully outlined in the Canal Safety Plan.

Safety Railings

* The issue of safety railings will be reviewed on a lockstation by lockstation basis as an integral part of the Canal Safety Plan and through the service plans developed over the next five years. Efforts should be made to balance public safety and visitor needs, as well as the heritage character of a lockstation when evaluating the need for railings and their location. The designation of a lockstation (Heritage, Solitude, Recreational) may also factor in this issue.

Winter Use

* Winter use of Canal resources will be investigated to determine visitor needs or public safety concerns to be addressed by Rideau Canal management.

4.6 RECREATIONAL OPPORTUNITIES

New and innovative recreational activities continue to develop as growth in personal leisure time continues its upward trend. The Rideau Canal, with a resource base which makes it attractive for the pursuit of many activities, both land and water based, must be prepared to assess the appropriateness of these activities, and the required support services.

Current Situation

All forms of boating take place along the Rideau Corridor. From a land-based perspective, the most popular activities are sightseeing and boatwatching (76%). Walking/hiking is also very popular (46%); 33% of visitors participate in visiting museums/exhibits/attending talks. Activities that are popular at selected lockstations include picnicking, cycling, fishing and boat tours. Swimming occurs at many lockstations, although it was not sufficiently captured in the surveys.

Service Objectives for Recreational Opportunities

* To provide an opportunity to navigate through a Historic Canal system.

* To provide a range of appropriate year-round recreational opportunities to accommodate the needs of land and water-based visitors.

* To co-operate with other government agencies and private interest groups in the provision of appropriate recreational facilities.

Recreational Opportunities Guidelines

* The appropriateness of a given recreational activity will be assessed on an activity by activity basis. Canal-wide assessments are not possible but must be done on an Area-wide or site-specific basis. The "Activity Assessment Form" in Appendix 8 will be used on an on-going basis.The purpose of the form is to ensure a consistent approach to activity assessments whether they be completed by a contract or Canal/Regional Office staff. Managers will be able to determine:

.if an opportunity to engage in a specific activity will be provided by the Rideau Canal, and

.under what conditions the activity should take place, given the Canal's existing mandate and resource opportunities.

The synopsis of the individual visitor activity assessments will provide the Superintendent and staff with a valuable tool for responding to proposals for new activities, or to requests for modifications to the existing facilities and services provided by the private sector. The activity assessments will also assist in determining marketing strategies for the activity.

* Water recreational use studies will provide information on compatible types and appropriate level of various boating activities along the corridor. Visitor Activities will continue to provide input to these studies.

Generally, the following provides direction for managing existing recreational opportunities on the Canal:

* Boaters will be provided with a variety of recreational opportunities through the designation of sites as Heritage, Solitude or Recreational.

* Facilities and services to accommodate Organized Groups will be developed at Heritage and Recreational sites.

* The scope of facility development for Passive Recreationalists is the same at all sites, however the level will vary. Each site will be reviewed through service planning.

* The need for facilities and services to accommodate Active Recreationalists will be reviewed at Recreational sites.

* Safety concerns related to each activity will be addressed in the Public Safety Plan.

* The highest potential for winter recreation on Canal lands exists at Recreational sites, particularly those with a larger land base and in close proximity to population centres. Consideration will be given, through the use of the Activity Assessment process, to the maintenance of certain basic support services and facilities (eg. washrooms, trail marking, information/orientation media, ploughed parking lot, etc.) at these sites.

* The Canal will continue to work co-operatively with the public and private sector in developing the Rideau Corridor to its optimum recreational potential.

4.7 PUBLIC SAFETY

Service Objective for Public Safety

* To provide safe facilities, services and programs for land and water-based visitors which minimizes the risks and hazards to them while at the same time encouraging them to be responsible for their own safety and become aware of the potential risks or hazards inherent in the Canal environment.

Current Situation

During the issues identification and data collection phases of the situation analysis, many public safety concerns were noted.

Although public safety is identified in the VAMP manual, a separate Public Safety Plan will be produced for the Rideau Canal, and is not in the scope of this plan.

Public Safety Service Guidelines

* The data collection and analysis undertaken for this Visitor Activities Plan will provide input regarding public safety for the Canal Safety Plan being initiated in 1988. Opportunities for the integration of safety messages into orientation media, the development of co-operative ventures which could facilitate the development of safety programs or facilities, the training of lock staff to effectively communicate safety messages as part of their Reception/Orientation duties, safety awareness programs, etc., will be addressed in the Safety Plan.

* Visitor Activities will continue to provide input to the safety plan.

4.8 DISABLED ACCESS

Current Situation

The Canal has several lockstations that provide barrier free access to one or more of their facilities. Long Island is the most accessible and the only promoted site for use by disabled persons. As other sites and buildings on the Canal have been upgraded over the years, accessibility has been a consideration.

Service Objective

* To identify and maximize to the extent possible, access for the disabled to Canal services, facilities and programs where feasible and consistent with National Historic Parks policy.

Service Guidelines

* Gateway lockstations will be accessible to the disabled visitor to the extent dictated by site constraints. The Canal will investigate the potential for development of facilities for the disabled at other sites through service planning.

* In keeping with the Canal's goal to provide opportunities to visitors to participate in distinct Canal "experiences", at least one lockstation of each designation (Heritage, Solitude, Recreational) will be fully adapted for use by disabled visitors. Direction on standards and appropriate developments will be provided through PHQ's Special Populations Specialist and in consultation with local disabled advocacy organizations.

* Existing facilities accessible to disabled visitor will be reviewed through site-specific service planning to identify upgrading and maintenance requirements.

* Given the current development of facilities for the disabled visitor at Long Island, there is a need to review these facilities and upgrade where required, prior to the scheduled service planning.

* The Canal, in keeping with the recently released national Strategy and Action Plan for the Disabled Visitor (1988), will examine the role of volunteers, the RWCA and other non-governmental organizations in meeting the needs of disabled Canal visitors, and investigate the possibility of joint ventures and corporate sponsorships.

* In the design of on-site interior or exterior interpretive media, as well as support services, the special needs of the disabled sectors of the population will be considered. Guidance on the special needs of these visitors may be obtained through PHQ.

* Interpretive and operational staff will be sensitized to the special needs of these visitors through appropriate training opportunities.

* Efforts will be made to make known to organizations which work with the disabled the facilities, services and programs that are accessible to those visitors with special needs who may wish to visit the Canal. Orientation and information media will also indicate the location of such facilities.

5.0 ADMINISTRATION

Visitor Activities on the Rideau Canal is divided into Headquarters (Smiths Falls) and three Areas (Northern, Central and Southern). Headquarters staff co-ordinate the Visitor Activities program for the Canal and provide functional direction to the Areas. Area staff plan, manage and present Area programs and provide input and staff for Canal-wide endeavours.

With decentralization to the Areas and the addition of new positions at Canal headquarters, roles and responsibilities are evolving to respond to :

- program needs
- an increased requirement for community and other agency co-operative endeavours
- expanded Canal Headquarters Visitor Activities staff and functional capabilities.

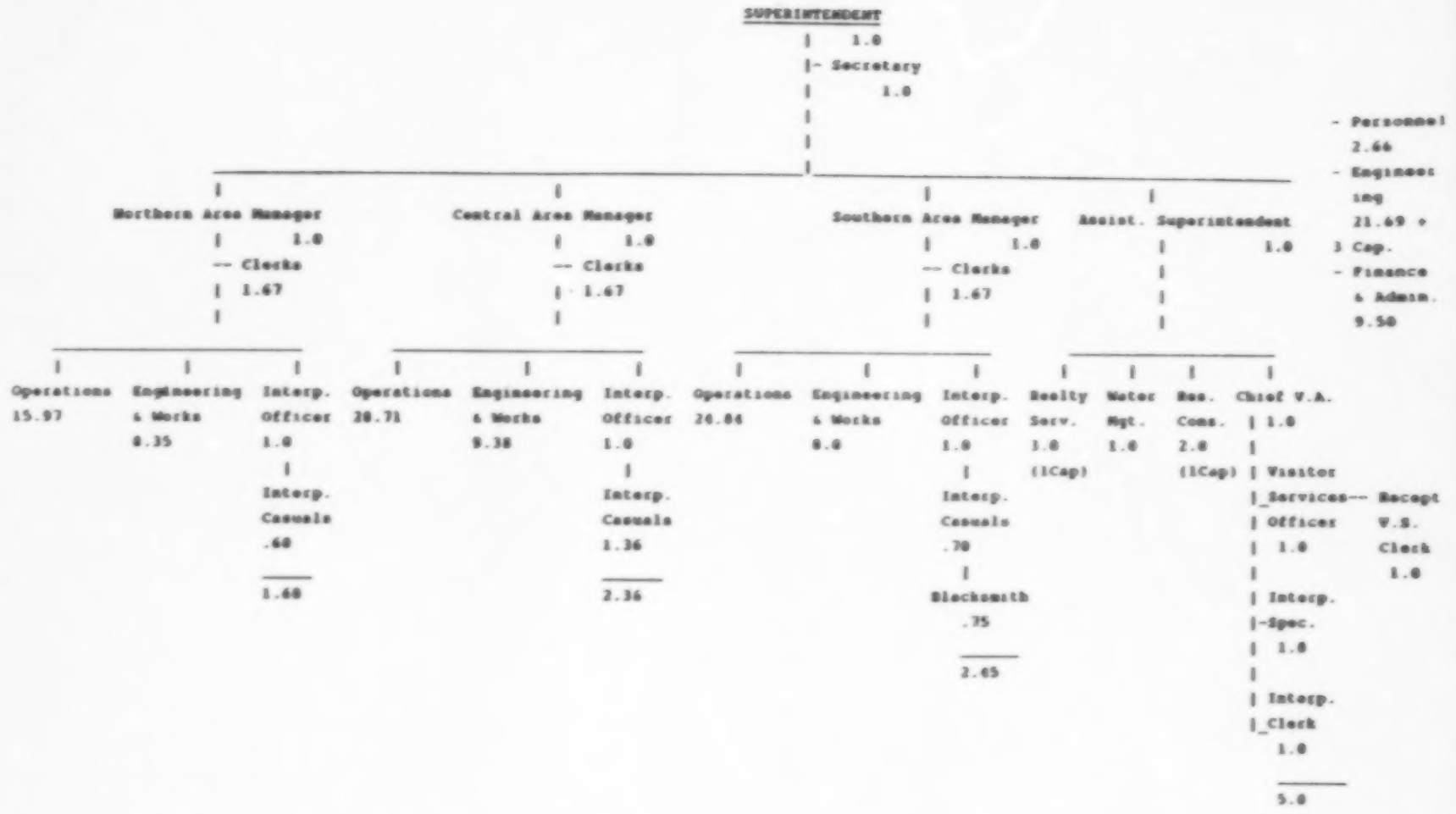
The Organization Chart in Figure 7 presents the current reporting relationship and person year allotment for the Visitor Activities function.

Collection , evaluation and analysis of visitor data on programs, facilities and services offered has been inconsistent or inadequate on the Rideau Canal.

Guidelines for the Administration of Visitor Activities

The goal for Visitor Activities Administration is to integrate the planning, management and operation of the direction contained in this plan with those of other sections.

* The Rideau Canal will review staff allocation (particularly Visitor Activities), in light of the direction provided in this plan and changing commitments. An initial review will establish the core PY requirements for each Area with monitoring an on-going task.



Note: See attached information on decontrolled person years.

.Total O&M	155.52
.One time only convert to decontrol	1.44
.1988/89 Base Allotment	153.88

FIGURE 7: RIDEAU CANAL ORGANIZATION CHART FOR VISITOR ACTIVITIES 1988/89

Notes:

1. As a result of py decontrol, the 1988/89 allotment for each Area is less than 1987/88 by the following amounts:

Northern Area

Operations	1.23
Interpretation	0.31

Central Area

Operations	2.55
Interpretation	0.52

Southern Area

Operations	2.73
Interpretation	0.35

2. The allotments indicated in Figure 7 were further reduced on a one-time basis and the py's converted to decontrol py's.

Northern Area Operations	.65
Central Area Operations	.57
Southern Area Operations	.42

3. Goods and Services funds totalling $12.1 were converted to decontrol py's.

4. The py's in Figure 7 indicate the approved allotment NOT actual use.

5. The regular man-hours used by each Area from the decontrolled positions in the 1988/89 operating season was as follows:

Northern Area

Operations	5775
Interpretation	682.5

Central Area

Operations	7380
Interpretation	682.5

Southern Area

Operations	8722
Interpretation	682.5

* The roles and responsibilities, as outlined in Appendix 9 will guide the development of goals and workplanning for Visitor Activities staff. The Chief of Visitor Activities will provide input to Areas in the development of staff goals and evaluation and vice versa.

* The Canal recognizes the importance of lock staff in providing a Visitor Activities function - particularly in Information/ Orientation/Reception. This responsibility is identified in the position analysis schedule and, in the future, staff will be evaluated against this.

* Evaluation criteria for the Visitor Activities program will be developed and applied as part of the service planning analysis to be completed for specific Canal locations over the next five years.

* A new statistical reporting form will be developed and used Canal wide for reporting visitor contacts. This information will be provided monthly to Canal Headquarters as well as used internally to monitor visitor trends. Socio-Economic Research (S.E.R.) input is required.

* The installation of trail counters or an alternative method of developing a more accurate understanding of the level of usage of Canal interpretive trails and unstaffed exhibits will be investigated.

* To optimize the use of PY's at staffed buildings, monitoring of current facility visitation to determine peak visitation hours is required. This will enable the more effective scheduling of staff to best meet the visitor demands. S.E.R input is required.

* Updating/monitoring the visitor activity profiles and an analysis of their impact on the program is an ongoing requirement.

* The training plan for Visitor Activities will be reviewed in light of the strategies recommended by this plan.

6.0 CANAL MARKET POSITION

This section provides a summary of the Rideau Canal/Rideau Corridor relationship and outlines strategies for marketing the Canal.

Regional Setting

The Rideau Canal traverses Eastern Ontario, linking Ottawa to Kingston on Lake Ontario. It is easily accessible to motorists travelling Highway 401 between Montreal and Toronto, and to those travelling the TransCanada (Highway 417). Arterial highways parallel and cross the Canal providing access to the lockstations along its length.

Visitors from the United States can enter Eastern Ontario across the three international bridges spanning the St. Lawrence River. Boaters can connect with the Canal through the St. Lawrence route from the Great Lakes, the New York State canals and from other Historic Canals in Quebec via the Ottawa River

The Rideau Canal is intricately interwoven with the local communities along its course, creating a corridor of related natural, historical and cultural attractions. Within the broader scope of Eastern Ontario, the Rideau Canal is the key element in a mosaic of heritage attractions including numerous museums, Conservation Authorities, Provincial and Municipal Parks, towns and villages with unique heritage values and their associated attractions.

Viewed from the perspective of the Canadian Parks Service, the Canal is a member of a family of nationally significant heritage resources in Eastern Ontario. The Canal's theme -- A Nineteenth Century Operating Canal -- captures both its unique role in Canadian history and its important contemporary role in an increasingly leisure-oriented society.

From an international perspective, the Rideau Canal is recognized as one of the best-preserved historic canals in the world.

The Rideau Canal's Role

Its unique features, such as manually-operated locks, original early 19th century engineering structures, military blockhouses and defensible lockmasters houses, lead visitors through a century and a half of the settlement, development and evolution of Eastern Ontario. From defence work to commercial artery to recreational waterway, the stories of the Rideau Canal are revealed through a Heritage Presentation program which spans the length of the Canal and through a range of interpretive techniques. Period re-creations, animation, demonstrations, self-guided trails, conducted walks, staffed buildings, publications and special events offer visitors an opportunity to understand the valuable heritage resource on their doorstep. Facilities and services to support the appropriate activities are provided by either the Canal or by the public and private sectors.

The Rideau Canal provides visitors with the opportunity to understand, appreciate and enjoy the oldest continuously operated and best preserved 19th century canal in Canada. Through Canadian Parks service and co-operative facilities, services and programs, visitors can understand, appreciate and enjoy the total resources of the Rideau Corridor which comprise this unique setting. The Rideau Canal will work with the Rideau Corridor Partners in developing the tourism network economy.

Existing Market

The Rideau Corridor has a population base estimated at 962,000. Visitation to the Renfrew/Kingston Tourism Zone is 13.9 million annually, including 4 million to the National Capital Region. The Canal annually passes 90,000 vessels through its locks and provides navigable waters for an estimated 3,000 vessels on the Rideau Lakes and a potentially equal number on the other lakes with the Rideau system.

The overall visitor market for the Rideau Canal is vast and diverse. It includes seasonal and permanent residents, and local, regional, national and international visitors.

Visitors to the Rideau Canal have been identified by common needs and expectations and are grouped as follows:

- Boaters
- Passive Recreationalists
- Active Recreationalists
- Organized Groups
- Heritage Resource Users
- Winter Recreationalists
- Harvesters
- Off-Site

By far, the majority of visitors to the Canal are repeat users of its resources and surveys have indicated a high degree of satisfaction with the services, facilities and programs provided by the Canal, and with its staff. An exception to this repeat visitation is at Ottawa Locks where the opposite holds true.

The region's popularity as a travel destination is increasing, with the most important travel origins being Eastern Ontario, Quebec, United States and other areas of Ontario.

Present Market Weaknesses

- only 12% of all Ontario travellers travel to Eastern Ontario
- visitation is highly seasonal in nature
- only a quarter of visitors to the National Capital Region visited the Canal during their trip (vs 77% who visit adjacent Parliament Hill).
- recent focus groups studies by the CPS indicate a lack of awareness of all CPS sites.
- potentially competing heritage attractions, particularly in the National Capital Region and Kingston.
- most visitors are repeat visitors, suggesting low penetration of new markets (an exception to this is at Ottawa Locks where the opposite is true)
- linear nature of Canal; dispersed lockstations; relative remoteness of some stations
- "locking through" is not seen as the best part of the voyage by boaters.
- bus tours, a growing market segment, to Ontario are destination oriented rather than theme oriented.
- Seventy-five percent of visits to Eastern Ontario originate in Eastern Ontario.

Present Market Strengths and Opportunities

- large local resident population
- recent survey suggest that overall support for CPS sites is very strong. Even those who did not themselves go to parks were happy to support them through their tax dollars as part of Canadian heritage.
- the vast majority of boaters on the Rideau are enthusiastic about their trip and many plan to boat on the Rideau again.
- there is a high rate of satisfaction by all on-site visitor groups with the services, facilities, programs and staff of the Rideau Canal.
- "Baby Booomers", with increased leisure time, are bringing with them a desire for active, participatory experiences.
- easy accessibility of the Canal "gateways" from Highway 401 and from the TransCanada (Highway 417).
- Ottawa is one of the top three Ontario bus tour destinations; tours within the Ottawa-Kingston-Gananoque area rank very high in numbers.
- major urban populations of Kingston and the National Capital Region.
- organized groups represent a growing trend in tourist travel.
- bus tours to Ontario originating in Quebec are growing in number; tour operators want French-language services.
- two thirds of visitors to Ottawa are first-time visitors; 75% come to sightsee.
- Rideau Canal Museum.
- Destination '88 and future tourism strategies will have a major impact on the Ottawa area.
- residents of the National Capital Region are very aware of that section of the Canal (reach) and value it highly.

6.1 FRAMEWORK FOR MARKETING STRATEGY

To provide a framework for the development of a Rideau Canal marketing strategy, this section sets out broad marketing objectives and identifies basic building blocks to anchor the strategy. A major touchstone of the marketing strategy is the Visitor Activities Concept. The concept identifies the experience to be promoted at a lockstation, and the provision of appropriate services, facilities and programs that will encourage visitation by the target markets (visitor activity groups).

Marketing Objectives

1. **To develop an awareness of the Rideau Canal as a heritage resource of national significance administered by the Canadian Parks Service of Environment Canada.**

   target markets: all actual and potential visitors

   possible tools:
   - "gateway" messages
   - Federal Identity Program
   - Awareness Program
   - Edukit
   - Rideau Corridor Partners
   - paid and unpaid advertising

2. **To promote the diversity and heritage resources of the Rideau Canal through an appreciation of its role as a "Nineteenth Century Operating Canal".**

   target markets: all actual and potential visitors

   possible tools:
   - opportunity areas
   - Heritage Presentation Program
   - Edukit
   - Orientation/Information Program
   - Rideau Corridor Partners

3. **To promote the range of recreational opportunities on the Rideau Canal.**

   target markets: all Visitor Activity Groups

   possible tools:
   - opportunity areas
   - "gateway" programs
   - Rideau Canal Museum
   - Edukit
   - Rideau Corridor Partners
   - Awareness Program
   - Information/Orientation Program
   - Water Recreational Use studies

4. To encourage co-operative promotional opportunities to ensure that Canal heritage and recreational resources, facilities, services and programming complement those offered by others within the Rideau Canal corridor, while maximizing protection of the natural and historic resources.

   target markets: Rideau Corridor Partners

   possible tools:
   - Rideau Canal Museum
   - Awareness Program
   - Gateway Stations
   - museums and historical societies
   - Recreational Water Use studies
   - Destination '88

5. To optimize appropriate use of Canal resources by identified on-site Visitor Activity Groups through the promotion of the Canal experiences.

   target markets: all Visitor Activity Groups

   possible tools:
   - opportunity areas
   - tourism marketplaces
   - Awareness Program
   - Information/Orientation Program
   - Recreational Water Use studies
   - Education Kit

6. To develop new markets for the enjoyment and use of the Rideau Canal, and create a wider constituency of support for the Canal and its heritage values.

   target markets: general public

   possible tools: Awareness Program

7. To continue to develop relationships with the Rideau Corridor Partners to develop service delivery packages targeted to identified Canal visitor activity groups.

   target markets: Rideau Corridor Partners

   possible tools:
   - Support Services Program
   - Awareness Program
   - Heritage Presentation Program
   - Co-operative Ventures

7.0 IMPLEMENTATION SCHEDULE

Introduction

The Implementation Schedule (Figure 8) outlines the service planning which will be undertaken to determine how the basic level of service will be provided at the lockstations/sites.

Gateway Lockstations (Ottawa Locks, Smiths Falls Combined and Kingston Mills) rank as first priority and service plans for these stations are currently being written. Service planning will then be completed for the remaining Heritage sites; some Recreational sites and all the Solitude sites will be planned for in groups.

VISITOR ACTIVITIES PLAN IMPLEMENTATION SCHEDULE

PROJECT	1988/89	1989/90	1990/91	1991/92	1992/93	1993/94
Ottawa Locks	Options Investigation (Contract)	Service Plan (in-house) Media Plan (in-house)				
Smiths Falls Reach	Development Concept (in-house) Service Plan (in-house)	Media Plan (in-house)				
Kingston Mills	Service Plan (in-house) Media Plan (in-house)					
Marketing		Marketing Strategy (in-house)				
Publications		Publications Strategy (in-house)				
Ottawa Reach		Service Plan (in-house)	Winter Ice Interp. Media Plan (in-house)			
** Management Plan **	Initiate Jan. 89	Complete Apr. 90				
Jones Falls			Plan Review (in-house)			
Solitude Sites				Media Plan (in-house)		
Costume Plan			Terms of Reference (in-house)	Costume Plan (in-house)		
Recreational Sites (smaller ones)					Media Plan (in-house)	
Merrickville					Plan Review (in-house)	
Long Island						Plan Review (in-house)